



Sustainability report 2025

Taking responsibility – for a future of healthy smiles



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Performance

25

Full-time employees

453

Subsidiaries

8

Turnover 2025

1551
MSEK

Distributed in

80
countries

About this report

This sustainability report is delivered in accordance with the AnnualAccounts Act and covers the parent company TePe Oral Hygiene Products and its subsidiaries unless otherwise noted. It covers the fiscal year 2025, and it is separate from TePe’s Annual Report 2025. This sustainability report has been approved by the Board of Directors of TePe Oral Hygiene Products on 23rd of April 2026, and TePe’s auditors confirm that it complies with the requirements set out in the Annual Accounts Act, as expressed in the Auditor’s Statement. The report is available for download at www.tepe.com

A message from our CEO

Taking responsibility today and for future generations

This year, we proudly celebrated TePe's 60th anniversary – six decades of innovation, partnership, and dedication to better oral health. In a turbulent world, we continued to advance our Million Healthy Smiles strategy and build a long-term business with sustainability integrated into key decisions. Our shared achievements reflect not only resilience, but a strong belief that together, we can shape a healthier and more sustainable future.

Healthy habits start with knowledge

At the heart of everything we do is our commitment to improving people's health. Guided by our vision – healthy smiles for life – we continue to educate and promote prevention in close collaboration with dental professionals and partners worldwide. Together, we bring knowledge and inspiration to people and help strengthen oral health at every stage of life.

Through the Eklund Foundation, we support independent research. This year, we endorsed three international research projects with the potential to create meaningful global impact on oral health. We are also proud to contribute to Advancing Oral Health, a long-term research initiative launched in 2025 and led by Malmö University, funded by the Knowledge Foundation. The initiative brings together academia, industry, and dental care and drives progress in preventive oral health.

Improving our resource efficiency

Managing key environmental impacts remained an important focus during 2025. While continuing to phase out virgin fossil materials, we also sharpened our focus on areas where further progress is needed, particularly in transportation. At our production facility in Sweden, we made strong improvements within our EasyPick production, achieving reduced waste and improved efficiency compared with previous production levels.

60 years of successful collaboration – building the future together

Our journey is built on the commitment of colleagues, partners, business creators, customers and consumers as well as the dental profession who share our vision and help bring it to life.

As we look to the future, our direction is clear. Sustainability is a shared journey, and every step matters. Guided by our vision, we remain committed to building TePe as a responsible, long-term sustainable business – for today, and for generations to come.

[Hanna Hageberg Hammar, CEO](#)



Our sustainability journey

1965

This is the beginning of our sustainability journey. TePe is founded with the launch of the triangular wooden dental stick.



1993

Innovation for preventive care – the TePe interdental brush is launched.



2016

The production site is now powered by 100% renewable electricity.



2018

A solar panel park is installed – powering production and offices in Malmö. TePe launches the TePe Good toothbrush made with sugarcane.



2021

Linking 7 of the Global Goals to our strategy.



2022

The handles of TePe toothbrushes and interdental brushes are linked to 100% certified renewable mass-balanced materials.



2019

Greenhouse gas inventory of materials for self-produced products and packaging.



2020

TePe's cross-functional sustainability team is established. Honeybees find a new home on our roof.



2024

Climate goals set in line with science based methods.



2025

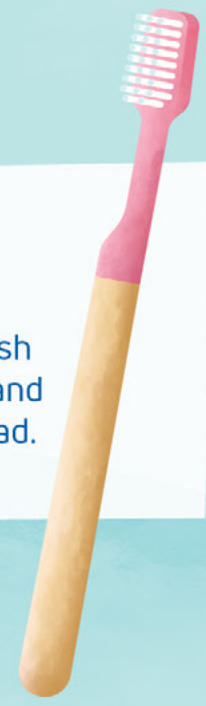
TePe reached its packaging target.*



*all newly purchased consumer packaging for our self-produced products met the target of including at least 60% renewable or recycled plastic, and all carton packaging was FSC-certified. Approximately 2% of older packaging remains and will be phased out in 2026.

2023

Launching a toothbrush with wooden handle and replaceable brush head.



The essence of our business model

Our business model focuses on developing, producing, and offering oral health products and solutions that support lifelong healthy habits. We create value through strong expertise in preventive oral care, close collaboration with dental professionals, responsible sourcing, efficient manufacturing, and active partnerships with customers across the value chain.

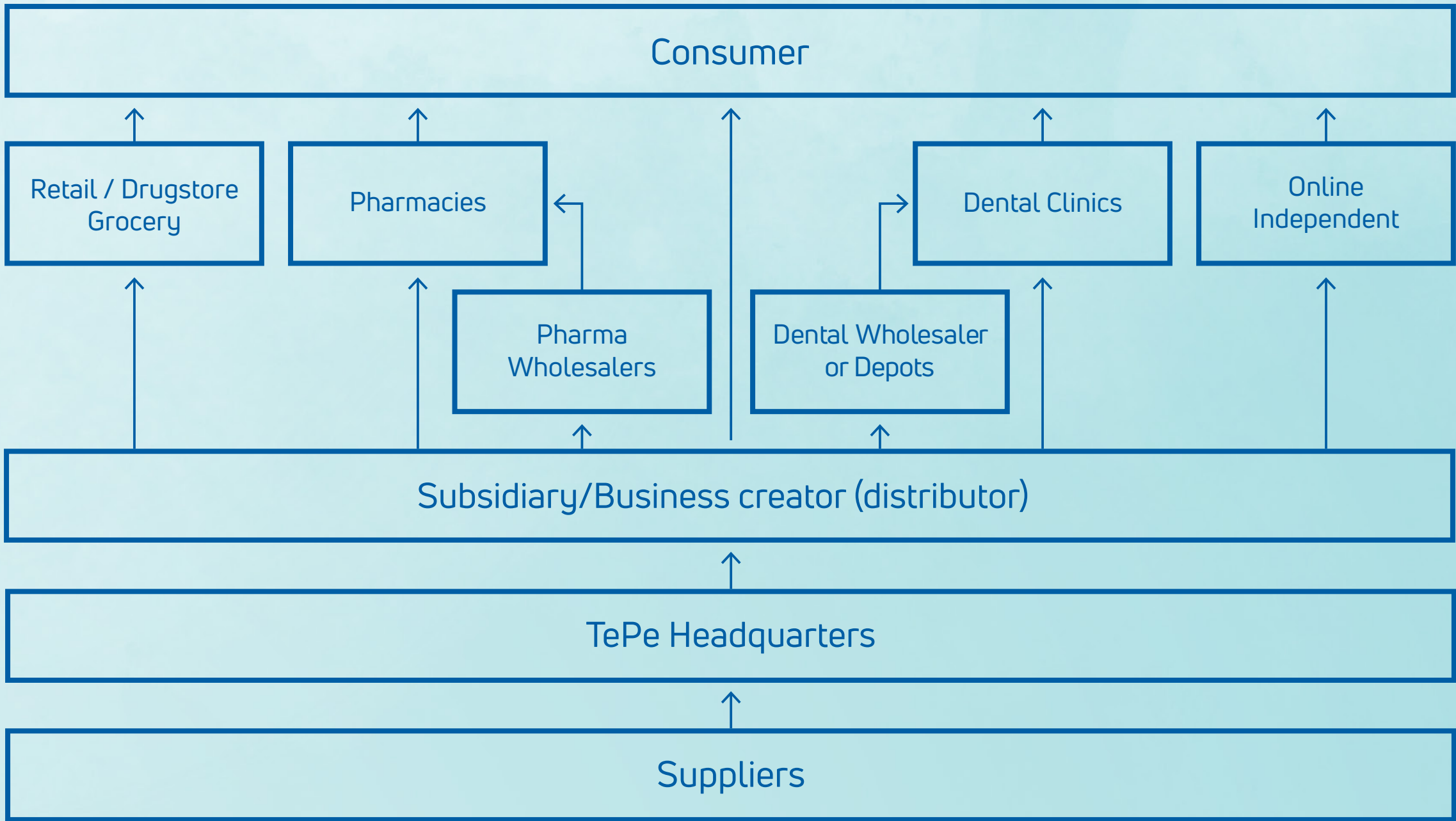
Through health-focused innovation, responsible operations, and collaboration from sourcing to end use, our business model and value chain work together to support long-term business resilience.

Our value chain – from sourcing to end use

Our value chain includes everything that happens before, during, and after we make our products. Upstream covers the steps that take place before production, such as buying materials, working with suppliers, and getting everything delivered to us. Our own operations include developing our products, producing them in Sweden, ensuring quality and safety, and selling and marketing them. Our co-workers and subsidiaries are part of this stage. We also work with commercial part-

ners, including independent business creators (distributors). Downstream includes everything that happens after the products leave us – transport, distribution to clinics, pharmacies, shops, and online channels, as well as education, product use, and end-of-life. Across all stages, we collaborate with dental professionals, educators, and researchers to support prevention and life-long oral health.

Our value chain



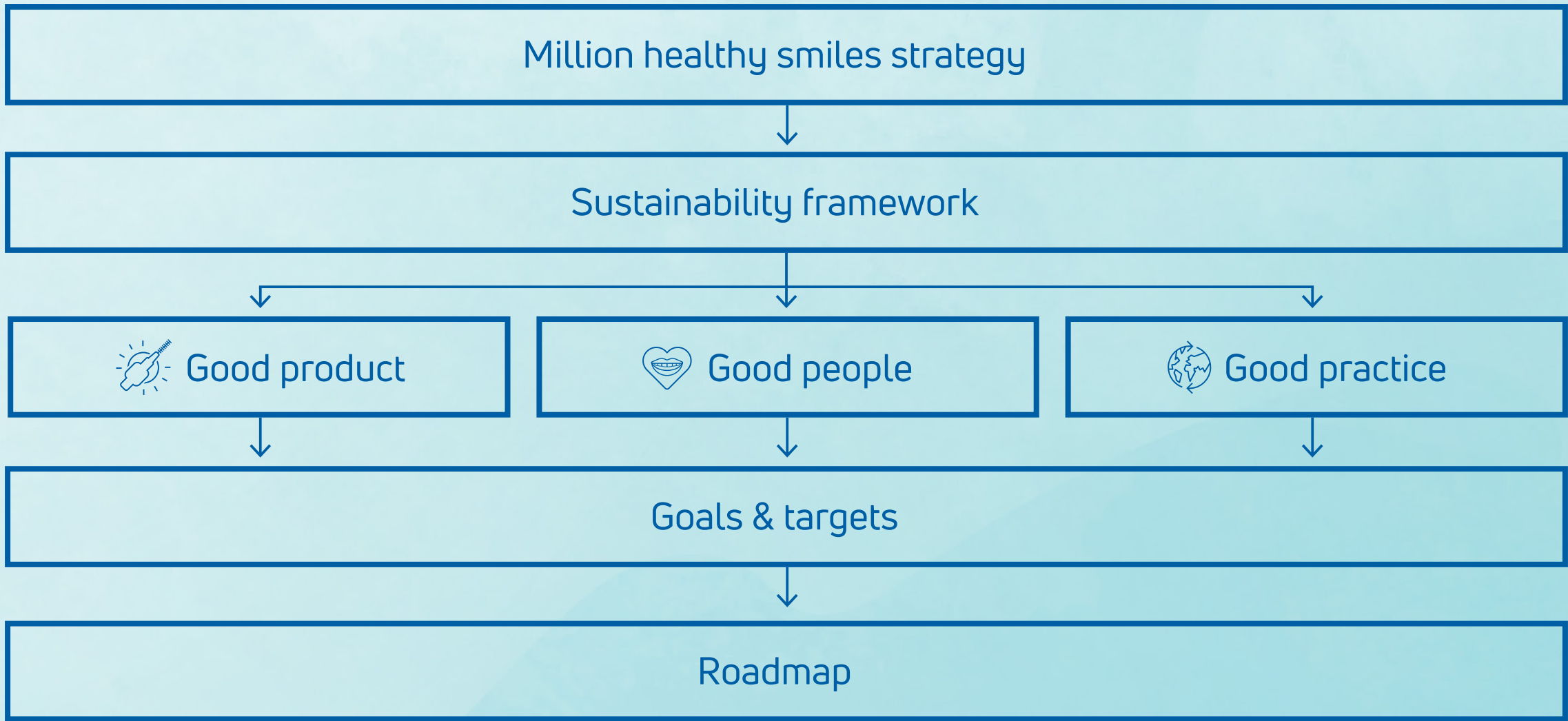
Strategic alignment – turning sustainability into action

In 2025, we continued to use our double-materiality assessment along with our business strategy as the foundation for our sustainability work. We ensure that our sustainability framework, goals, measurable targets, and roadmap are clearly aligned with both business priorities and the areas where we have identified opportunities. We do this to drive positive impact, while also mitigating risks and negative impacts associated with our business, such as: climate change, resource use and circular economy, consumer health, workplace safety, work–life balance, co-worker well-being, and business conduct. These topics guide our agenda and are translated into plans.

Our sustainability work is aligned with seven selected UN Sustainable Development Goals under Agenda 2030. This alignment supports a holistic approach that extends beyond TePe’s own strategy, while enabling a focused contribution to the global sustainability agenda.

Strong cross-functional collaboration and clear ownership enable us to move from strategy to action and deliver measurable progress within sustainability.

How we turn strategy into action



Framework for sustainability

Our sustainability framework is shaped around three core pillars: Good product, Good people, and Good practice. Each pillar aligns with the Environmental, Social, and Governance (ESG) framework, supporting structured reporting while reflecting our business.

This report shares highlights from the year and reflects the progress we have made across these pillars, while also reflecting on challenges and opportunities. At the same time, it looks ahead to how we will continue to develop our sustainability work, offering a clear and holistic view of our ongoing sustainability journey.



Environmental Good product

We commit to reducing our environmental impact, prioritise resource-efficient manufacturing practices and aim for circularity.

86%

of plastics purchased for products by weight are linked to renewable sources¹

100%

renewable electricity purchased to our own production facilities

¹ Including certified mass balanced raw materials.



Social Good people

We raise awareness about the importance of oral health and the positive effects of a preventive approach. Furthermore, the safety, health, well-being and work-life balance of our co-workers are fundamental.

7,7

score² for work-life balance, above our target of 7,5

8,5

score³ from co-workers regarding sustainability, above our target of 7,5

² On a scale of 1 to 10. When answering the questions: "I have the chance to recover after intense periods at work", "During my spare time I can stop thinking about work" and "The nature of my work allows me to do what I like in my spare time"

³ On a scale of 1 to 10. When answering the questions: "I am aware of our sustainability work at TePe?" and "I am proud of the sustainability engagement at TePe"



Governance Good practice

Guided by our values, we prioritise transparent communication and unwavering business ethics. We emphasise our Code of Conduct internally and externally. Driving positive change through partnerships is key.

97%

of first-tier suppliers⁴ signing TePe or equivalent Code of Conduct

100%

of new employees signing the TePe whistleblowing policy

⁴ Suppliers of raw materials, semi-finished and finished goods purchased to Malmö signing TePe or equivalent Code of Conduct

Environmental Good product

We commit to reducing our environmental impact, prioritise resource-efficient manufacturing practices and aim for circularity.

[View goals and targets →](#)

Actions towards improved efficiency and circularity

Guided by our business strategy, we are committed to reducing our environmental impact. Our environmental work focuses on understanding where our most significant impacts and risks occur, setting clear targets, and translating ambition into action across our own operations and throughout our value chain.

Science-based environmental management

We apply a structured and science-based approach to managing environmental impact. Each year, we analyse our greenhouse gas emissions together with IVL Swedish Environmental Research Institute to track progress, identify hotspots, and support continuous improvement in how we use energy, materials, and other resources.

Reducing emissions and advancing circularity

Reducing climate impact and exploring circular approaches is an ongoing journey. Phasing out virgin fossil plastic has been identified as an important part of our emissions-reduction efforts, while increasing the use of renewable or recycled materials¹ is one way we work to reduce identified environmental impacts.

For us, circularity includes efforts to reduce waste, improve material efficiency, and explore ways to extend product use – for example through toothbrushes with replaceable brush heads, such as TePe Choice. In parallel, we have continued to improve our packaging by increasing the share of FSC®-certified materials, paper-based solutions and expanding the use of packaging made from renewable plastics¹.

Balancing circularity and climate impact

At the same time, we continuously evaluate which circular solutions are appropriate for our products

and which are not. Circularity does not always go hand in hand with reduced emissions, and in recent years our primary focus has therefore been on emissions reduction where the climate impact is greatest. We take a mindful approach to how we communicate circularity and end-of-life, as systems differ between markets.

Targeted focus on waste and resource efficiency

In 2025, we prioritised identified waste hotspots across our operations to enable more targeted actions to reduce waste and improve resource efficiency.

Collaboration across the value chain

Achieving our ambitions for 2030 and 2050 requires long-term commitment, innovation, and close collaboration across the whole value chain – from product design to how our products are recycled. This perspective guides how we prioritise actions, manage trade-offs, and work towards continuous improvement over time.

What does circularity mean?

It is not always something you can see in a finished product, but can involve ways of working behind the scenes – influencing design, material choices, production, and how products are handled at the end of their life. Circularity can also include how products are used, cared for, and sorted after use.

¹ Including certified mass balanced raw materials

Scope 1 & 2

How we address emissions in our operations

Reducing emissions from our own operations is a core part of our work within Good product. Emissions from Scope 1 and Scope 2 primarily come from fuel use for company cars, refrigerants, and energy use at our facilities. Electricity used in production is sourced from 100% renewable electricity and therefore represents a minimal share of Scope 2 emissions.

While Scope 1 and Scope 2 account for a smaller share of our total greenhouse gas emissions compared to Scope 3, they are areas where we have direct operational control and can implement effective technical and operational measures.

All TePe products manufactured in Sweden are produced using 100% renewable electricity, supported by our own solar park in Malmö. This transition was achieved prior to the base year for our climate targets. As a result, our current Scope 1 and Scope 2 efforts focus on remaining emission hotspots, including fuel use for company cars,

refrigerants used in production and cooling systems, and energy use, including district heating.

Through continuous improvement, energy efficiency measures, and targeted investments, we work systematically to reduce emissions while maintaining high standards of quality, safety, and performance. Our work is guided by clear goals and targets aligned with science-based methods, and progress is monitored regularly to inform priorities and operational decisions.

Key actions in our own operations

Improving energy use and heat loss in production

We use 100% renewable electricity in our production and have reduced our district heating use by 7% (in kWh) compared to 2024, and by a total of 64% (in kWh) since our 2019 base year. We also make better use of excess heat in our facilities to avoid energy waste.

Improving energy monitoring and analysis

We are improving how we monitor and analyse energy use so we can identify opportunities to save energy and optimise specific energy-intensive equipment.

Transitioning to refrigerants with lower climate impact

Continuing the transition to refrigerants with lower global warming potential in production and cooling systems.

Transitioning to hybrid and electric company cars

Continuing the transition from fossil-fuelled company cars to hybrid and electric vehicles.

Supporting lower-emission commuting

Supporting lower-emission commuting by providing electric vehicle charging stations and electric bike charging facilities.



Scope 3

How we address emissions across the value chain

A significant share of TePe’s environmental impact occurs across the value chain, including purchased materials, transportation, and the end-of-life treatment of products and packaging. Reducing Scope 3 emissions therefore requires close collaboration with suppliers, partners, and customers, combined with a strong focus on material choices, product design, and circular solutions.

All products and packaging are assessed against defined sustainability innovation criteria, including carbon footprint, safety, quality, hygiene, durability, cost and, functionality. To support the transition away from virgin fossil resources while maintaining high performance standards, we apply a mass balance approach.

In 2025, we continued to reduce emissions by phasing out virgin fossil plastics and increasing the use of renewable and recycled materials, while continuously testing and evaluating new alternatives.

Changes to warehouse processes to reduce manual handling of raw materials led to a temporary increase in inventory levels, which had a significant impact on total emissions. This effect is expected to level out during 2026.

We work systematically to reduce waste through prevention, improved sorting, and increased recycling, in close collaboration with our waste management partners. We are strengthening our capabilities to manage products with expiry dates. Optimising planning and value chain efficiency to minimise scrapping is therefore an area for further improvement.

Key actions across the value chain

Increasing renewable and recycled content in packaging
By the end of 2025, all newly purchased consumer packaging for our self-produced products met the target of including at least 60% renewable or recycled plastic, and all carton packaging was FSC-certified. Approximately 2% of older packaging remains and will be phased out in early 2026.

Initiating a cross-functional transportation project
Despite significant growth in volumes between 2019 and 2025, we have managed to decrease our emissions from transportation by 35% compared to our 2019 base year. While emissions increased slightly in 2025 versus the previous year, we are now moving into the next phase to further shift from air to sea freight and optimise our transport flows, taking a holistic approach to ensure efficient and effective transports globally to and with our customers.

Improving production efficiency in the pick range
Improved production processes within our pick range, with a strong focus on quality and continuous improvement, resulting in higher output and better production efficiency.

Strengthening forecasting for slow-moving products
Established a dedicated SLOB (Slow-Moving and Obsolete Products) team to improve forecasting, planning, and value-chain efficiency for products with expiry dates.

Shifting to more renewable plastics in our products
The handles of all TePe toothbrushes and interdental brushes are linked to 100% certified renewable mass-balanced raw materials.

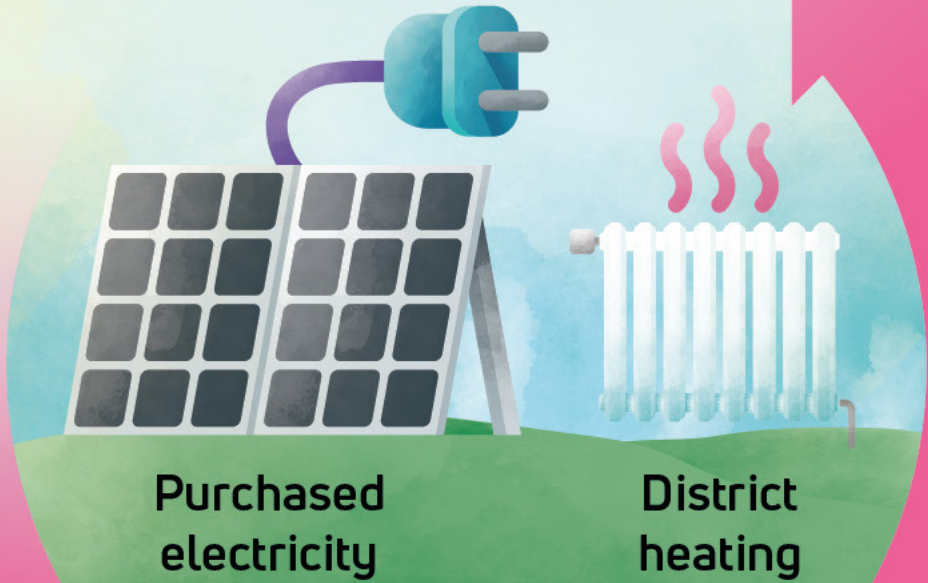




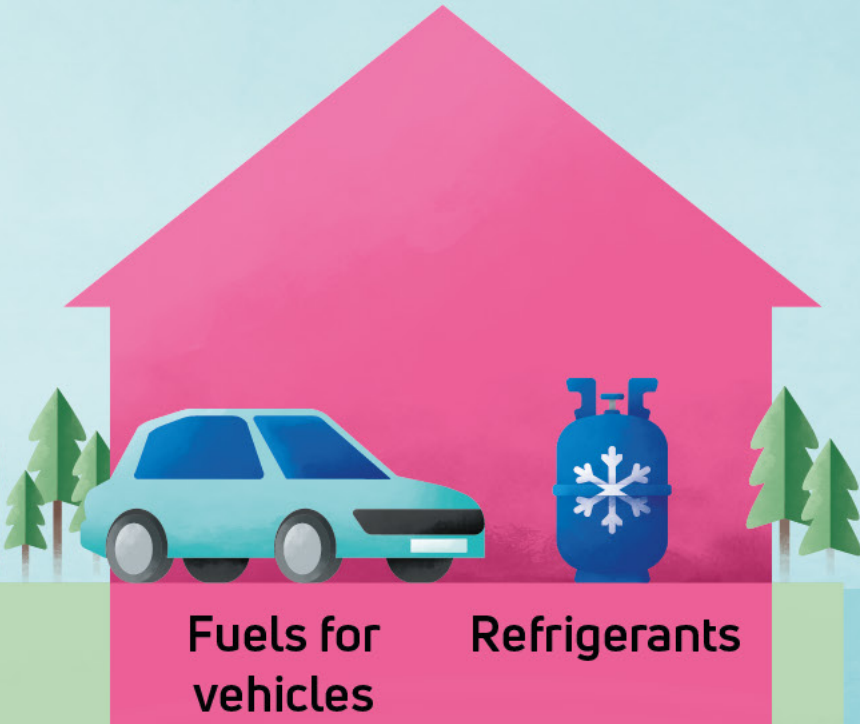
TePe's emissions reduction targets

Goal
2050
Net zero

Scope 2



Scope 1



Scope 3

High impact categories²



2030 Target
Reduce absolute carbon emissions by:
46,2 %³
in Scope 1 & 2

Carbon emissions ¹ (tonnes CO ₂ e)		
2019	164	(base year)
2024	158	(-4 % ³)
2025	174	(6 % ³)

¹ Applying a market-based approach where certified (ISCC PLUS) mass balanced polymers are modelled as if they are fully made from renewable sources
² TePe's selected categories, within the target boundary
³ From a 2019 base year
⁴ Per million pieces interdental brushes sold

2030 Target
Reduce carbon emissions intensity by:
55 %³
in Scope 3⁴

Carbon emissions ¹ (tonnes CO ₂ e) ⁴		
2019	34	(base year)
2024	17	(-51% ³)
2025	19	(-45% ³)

Base year and Scope 3 Category 4 adjustments made.
See page 27.

Carefully chosen materials for oral care

At TePe, we choose materials with a clear guiding principle: they must support people's oral health – safely, hygienically, and effectively. When it comes to daily cleaning, performance matters. That's why plastic, when thoughtfully selected, plays an essential role in oral hygiene. At the same time, we work systematically to reduce resource use and improve material efficiency over time.

Sustainability is part of the journey, but it can never come at the cost of performance or oral health outcomes. By applying design principles that prioritise usability and long-term durability, we ensure that more sustainable choices genuinely support prevention and help people build healthier habits. For us, purposeful material choices are not just about what a product is made of – they're about how well it helps someone care for their smile today, tomorrow, and for life.

To ensure trust and transparency, TePe holds ISCC PLUS certification, a recognised third-party system that validates the sustainability characteristics of alternative materials throughout the entire supply chain, from origin to end consumer.

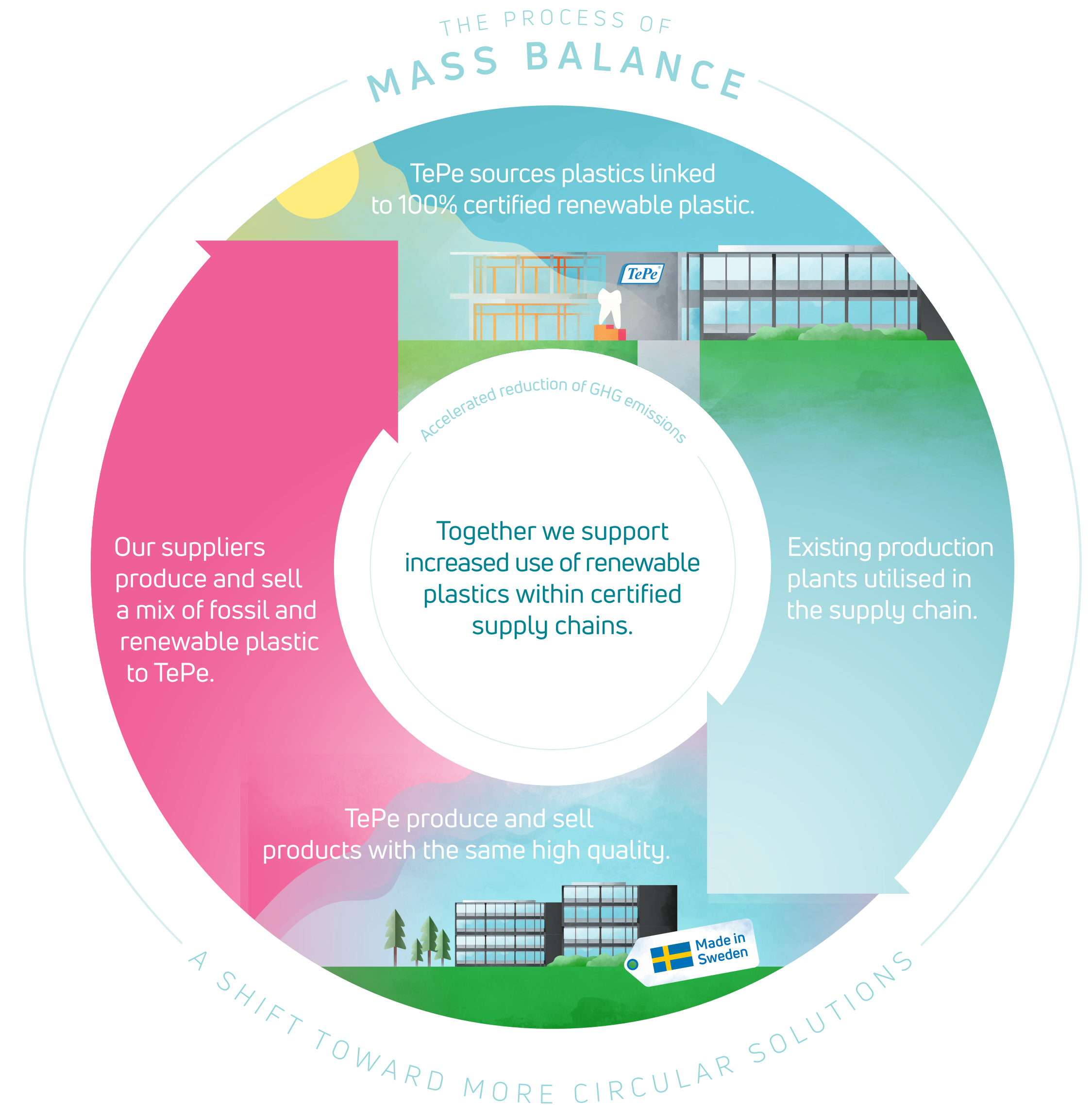
Mass balance is not our end goal, but an important step in our transition towards more renewable materials. Progress requires collaboration across the value chain and depends on factors such as material availability, technology development, and waste management systems. We remain committed to transparency, continuous improvement, and continuously finding innovative solutions over time.

TePe uses mass balance because it helps us:

- move towards more renewable materials without compromising on product quality
- meet our standards when it comes to safety, hygiene, durability and ease of use
- produce our products using existing equipment instead of buying new, which would lead to more emissions

Is mass balance massively misunderstood?

Mass balance? What is actually being balanced, and what mass are we talking about? We know it can be confusing, but let's break it down. Mass balance is a way to increase the use of plastics made from renewable or recycled sources, while gradually reducing the use of virgin fossil materials. It is not something you can see in the final product, but a method used behind the scenes for sourcing and managing materials. Mass balance allows us to move toward using more renewable materials while keeping the same high quality in our products. In simple terms, renewable or recycled raw materials are added into existing production systems and carefully tracked. This allows certified materials to be used even when they cannot yet be physically separated at every step of the production process.



Social Good people

We raise awareness about the importance of oral health and the positive effects of a preventive approach. Furthermore, the safety, health, well-being and work-life balance of our co-workers are fundamental.

[View goals and targets →](#)

The positive impact of prevention

At the heart of TePe’s vision is a key focus on inspiring and increasing knowledge about oral health. Education plays a crucial role in our sustainability efforts. We underline the importance of education about preventive dentistry, as well as the importance of conscious choices. It’s about continuous learning, sharing knowledge and empowering individuals to make informed choices for a more sustainable and healthy future. This holistic approach reflects TePe’s dedication, not only to environmental sustainability, but also to improving the overall quality of life.

During 2025 we further promoted Clinical update, a concept with webinars, scientific articles and more, providing dental professionals and students with inspiration to apply in clinical practice. The concept shares topics related to TePe’s vision and the work of dental professionals – preventing oral disease and promoting healthy smiles worldwide. And let’s not forget – in 2025 we launched TePe SizeFinder, a clever little tool that makes it easier to find the right interdental brush size. More accurate sizing saves time for dental professionals, and supports better patient compliance.

Did you know that taking care of your teeth can contribute to creating a healthier planet?

1. Education about prevention

TePe raises awareness about the positive impact of prevention with the aim to...

- Reduce development of oral diseases
- Reduce reoccurrence of oral diseases
- Improve or maintain level of oral diseases

2. Increased knowledge improves health

Preventive care leads to healthier mouths which supports general health through...

- Functional well-being
- Psychological- and social well-being
- The absence of discomfort or pain

3. Health, prevention, and wider impacts

Good oral health and general health can have a positive impact on the environment since it can lead to...

- Fewer resources used
- Less waste generated
- Reduced emissions



We care for healthy smiles – and the people behind them

The safety, health, well-being, and work-life balance of our co-workers are fundamental to TePe. With more than 450 co-workers across eight subsidiary markets, we strive to create a respectful, inclusive, and safe workplace where different roles, perspectives, and experiences are valued.

Our Good people practices are grounded in fair treatment, integrity, and respect, in line with our values and applicable legislation. Decisions related to recruitment, remuneration, and development are based on competence, performance, and potential, ensuring a transparent and competency-based approach.

A safe and healthy work environment is a shared responsibility across TePe. At our Swedish headquarters, a safety committee regularly follows up on incidents, preventive actions, and safety targets. In production, structured safety inspections and annual risk analyses are carried out, supported by designated safety officers across all subsidiaries.

We work continuously to harmonise work environment standards across the organisation.

We take a preventive and holistic approach to well-being, supporting both physical and mental health. Our employee survey, Puls, shows consistently high engagement and well-being, supported by a work-life balance index.

During 2025, we continued to focus on mental and physical health through initiatives like Tour de TePe and TePe Wellness Boost program, offering practical support and inspiration for healthy everyday habits.

All co-workers were invited to participate in the annual sustainability nano-learning, reinforcing shared responsibility for sustainability, ethics, and everyday choices. In addition, sustainability education sessions were held by production managers at our production site, creating valuable opportunities to share knowledge and exchange ideas for improvement – from health and safety to resource efficiency and production performance.

Co-workers are supported through preventive health measures such as health check-ups and on-site nurse visits. In addition, all new permanent co-workers take part in structured introductory training covering TePe's values, vision and oral health education. To further support well-being and work-life balance, parental leave conditions were extended at our subsidiaries, and a bicycle leasing option was introduced as an employee benefit in our largest subsidiaries.

We also work with our suppliers to promote responsible practices beyond our own operations. The TePe Supplier Code of Conduct sets clear expectations on human rights, fair employment, safe working conditions, environmental protection, and anti-corruption. Compliance is followed through ongoing dialogue and on-site audits carried out as planned during the year. This work is supported by our certified management systems in accordance with ISO 9001 and ISO 14001, ensuring structured follow-up and continuous improvement.



Designing for the future of oral health

For over 60 years, interdental cleaning has been at the heart of TePe's expertise. But what truly drives us is the idea that small habits can shape long-term health. That's why every decision, material, design choice must serve people, while also having the planet in mind. Sustainability is not an add-on. It's a responsibility. And responsibility starts with asking the right questions: Is this material safe? Is it hygienic? Is it functional? Is it easy for someone to use it every single day?



Oral health isn't just about products. It's about people – from children learning how to care for their first teeth to supporting patients to maintain good oral health throughout life. Prevention has the power to change lives. And at TePe, everything we design is rooted in that belief.”

Fredrik Ceder
Product Innovation and Scientific Affairs Manager

Turning insight into innovation

We learn from scientists, dental professionals, from organisations working on public health and from the people using our products. Every collaboration strengthens the chain between scientific discovery, clinical reality, and the person brushing their teeth at home.

We believe that knowledge is one of the most powerful tools for prevention. That’s why we work closely with dental professionals, researchers, and educators to develop solutions that reflect real clinical needs.

Our task is to turn research and clinical insight into practical tools people can rely on. With interdental cleaning as our foundation, each product is created to support prevention, improve patient outcomes, and build healthy habits.

TePe is part of a research initiative called Advancing Oral Health, led by Malmö University, which is dedicated to improving oral health through shared expertise and collaboration. It aligns with our ambition to create long-term value for patients, in other words: helping people maintain oral health more easily, confidently, and effectively.

Selecting materials wisely

Selecting the right material is always guided by the needs of patients and consumers. Sustainability improvements must not compromise product safety, hygiene, functionality, or ease of use. By applying design principles that prioritise accessibility, usability, and performance, we ensure that more sustainable material choices support better oral health outcomes while remaining simple and intuitive for everyday use.



Governance

Good practice

Guided by our values, we prioritise transparent communication and unwavering business ethics. We emphasize our Code of Conduct internally and externally. Driving positive change through partnerships is key.

[View goals and targets →](#)

Embedding sustainability through governance and collaboration

TePe's sustainability work is embedded across the organisation and supported by a cross-functional team representing key functions within the TePe Group. Guided by our business strategy, the team acts as ambassadors for sustainability and works to build awareness, support change, set goals, and follow up on progress.

In 2025, we continued to strengthen our sustainability governance to create a clear balance between strategic direction and day-to-day execution. Strategic priorities are addressed through quarterly meetings focused on long-term direction and key topics, while operational progress is driven through monthly meetings – one for each of our three pillars: Good product, Good people, and Good practice. These monthly pillar meetings are led by members of the team, who set the agenda and guide the work forward. For selected topics and roadmap actions, co-workers from across TePe are invited to contribute, bringing valuable perspectives and encouraging shared ownership.

Strategic alignment and oversight are supported through ongoing dialogue with a sounding board, alongside quarterly reporting to the management team through a structured management review covering progress, risks, and priorities.

Collaboration across the value chain is an important part of our journey. In line with the ambition of the United Nations' Sustainable Development Goal 17, TePe works closely with suppliers, customers, universities, and business creators (distributors) to address identified impacts – both positive and negative – and manage related risks to oral health, well-being, and the environment.



Related risks and mitigation actions

TePe’s Group Management Team holds overall responsibility for risk management, long-term strategy, and continuous improvement. Sustainability-related risks and opportunities are identified through our double materiality assessment and integrated into our overall risk management and management review processes. Risks are assessed across the value chain and linked to our three sustainability pillars: Good product, Good people, and Good practice.

Good product



Environmental risks

Climate change and energy dependency

Physical climate impacts, energy price volatility, and regulatory developments may affect supplier operations, logistics, production continuity, and operating costs.

Mitigation: Climate-related risks are integrated into strategy, supplier dialogue, business continuity planning, and energy efficiency investments, including renewable energy initiatives at our Malmö facility.

Resource use and raw materials

Reliance on plastic materials and increasing demand for renewable or mass-balanced alternatives may entail risks related to availability, pricing, traceability, and regulatory acceptance.

Mitigation: Lifecycle assessments, product innovation, supplier collaboration, and transparent application of certified mass balance systems support the transition away from virgin fossil-based materials.

Product quality and safety

As oral care products are used directly by consumers, quality failures may cause safety issues and reputational, regulatory, or operational consequences.

Mitigation: Structured quality management systems, risk assessments, and continuous monitoring of product performance ensure high safety and quality standards.

Good people



Social risks

Occupational health and safety

Manufacturing operations entail inherent workplace safety risks.

Mitigation: Preventive safety routines, training, and systematic risk assessments are implemented across operations.

Human rights and labour conditions in the value chain

Limited visibility in global supply chains may create risks related to working conditions and labour rights.

Mitigation: Supplier Code of Conduct requirements, risk-based assessments, and follow-up measures are applied.

Talent attraction and retention

Access to skilled and engaged employees is critical for long-term performance.

Mitigation: Leadership development, competence initiatives, and engagement programmes support a safe and inclusive workplace.

Good practice



Governance risks

Regulatory developments and compliance

Evolving regulations on packaging, materials, waste, and sustainability reporting may affect market access, costs, and operations.

Mitigation: Regulatory developments are continuously monitored and managed through established governance structures and internal controls.

Business ethics and governance systems

Weak governance or unethical conduct could lead to legal, financial, or reputational consequences.

Mitigation: Clear policies, internal controls, whistle-blowing procedures, and a zero-tolerance approach to corruption support responsible business conduct.

Practicing responsible business conduct

TePe conducts business with integrity, transparency, and accountability. Our approach to business ethics and anti-corruption is guided by group-wide policies, internal controls, and clear governance structures that apply across our operations and value chain.

In 2025, no fines or sanctions were imposed due to non-compliance with anti-corruption regulations. A whistleblowing channel, administered by an independent third party, is available to both internal and external stakeholders to ensure responsible handling of reported concerns. We expect suppliers and business partners to comply with applicable laws on human rights and anti-corruption and to adhere to TePe’s Code of

Conduct or an equivalent standard. Our target of achieving more than 98% Code of Conduct coverage among direct customers in new contract-based collaborations¹ by the end of 2025 was met. TePe’s Sustainability Policy applies across the Group and is supported by certified management systems in accordance with ISO 14001 and ISO 9001.

¹ Business creators (distributors)

Our values

These cherished values are the personal characteristics that we strive to embody in our daily work. They serve as guiding principles influencing our interactions with the world around us and with each other.

Respect

We respect our colleagues and our customers and the work they do, their differences and their views.

Cost-effectiveness

We assess our resources in both the short- and long-term and manage the company’s money and our colleagues’ time with consideration.

Responsibility

We build trust and create opportunities by taking responsibility for our tasks, our working environment and our surroundings.

Dedication

We support TePe, our colleagues, customers and partners with dedication, flexibility and a willingness to give that bit extra.





The importance of partnerships – promoting a positive change

Partnerships are essential to how we create lasting change. By collaborating with professionals across healthcare, academia, industry, and civil society, we amplify our impact. Together, we turn shared knowledge into progress for people and sound business practices.

International Sustainability & Carbon Certification (ISCC)



ISCC is a globally applicable and leading certification system committed to driving sustainability. ISCC is designed to enhance traceable and sustainable supply chains through credible frameworks. TePe carries the ISCC certification for several product materials via the mass balance approach.

Bra Miljöval



TePe is a licence holder of the Swedish ecolabel Bra Miljöval (Good Environmental Choice). We are proud to be the only toothpaste sold in Sweden carrying this certification, which sets strict requirements on environmental performance throughout the product life cycle.

Malmö Energy Lab



Through collaboration with Malmö Energy Lab, TePe works together with external stakeholders to share knowledge, test solutions, and contribute to a more resilient and sustainable local energy system.

Dentists without borders



In 2025, TePe continued the long-term collaboration with Dentists Without Borders, supporting their work in oral care with dental expertise and toothbrushes, helping improve oral health where it is most needed.

Swedish Dental Hygienists' Association (STHF)



TePe collaborates with the Swedish Dental Hygienists' Association to promote good oral health and advance the dental hygiene profession. Together, we recognise outstanding student performance through annual awards and organise lectures for seniors.

Swedish Society of Periodontology and Implantology (SSPI)



TePe works with the Swedish Society of Periodontology and Implantology, which recognises

interdental cleaning as a cornerstone of preventing periodontal disease and maintaining good oral health.

International Organization for Standardization (ISO)



TePe is actively involved in the standardisation of oral hygiene products as a representative for Sweden in the ISO Dental Care Committee, contributing with expertise to the development of international standards.

Advancing oral health

TePe engages in collaborations aimed at strengthening oral health knowledge, prevention, and professional development, supporting long-term well-being across different age groups and communities.

Nationwide Swedish sustainability network

TePe participates in a nationwide Swedish sustainability network to exchange knowledge, share best practices, and stay engaged in sustainable development.

Eklund foundation – research that advances global oral health



At TePe, we believe meaningful progress happens when science, care, and community come together. That's why we proudly endorse the Eklund Foundation for Odontological Research and Education – established through a €5.5 million donation from the Eklund family – to support research that drives real impact for oral and general health worldwide.

This year, the Foundation awards grants to three pioneering projects that bridge dentistry, medicine, and preventive health:

Vitamin D Signaling in Rheumatoid Arthritis and Periodontitis

King's College London, Faculty of Dentistry

Exploring how vitamin D deficiency is related to two widespread inflammatory diseases – laying the foundation for new preventive strategies and improved patient outcomes.

PETAL: Periodontal Treatment and Alzheimer's Outcomes

**University of Liège,
Department of Periodontology**

Investigating whether treating periodontitis can reduce neuroinflammation and slow cognitive decline – opening new possibilities for supportive care in Alzheimer's disease.

Maternal Oral Microbiome Investigation (MOMI)

**Arizona State University,
College of Health Solutions**

Studying the oral microbiome in pregnancy to improve early detection of hypertensive disorders – supporting healthier pregnancies through innovative dental screening approaches.

These projects reflect the power of collaboration and shared knowledge – underlining the importance of oral health, strengthening prevention, and shaping a healthier future for people.



Performance

This chapter highlights goals, targets and KPIs within all three pillars of our sustainability framework: Good product, Good people and Good practice.

Good product

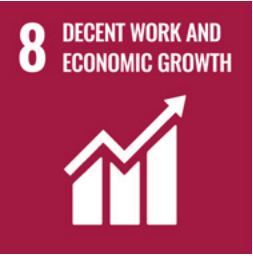
Target	KPI	2019	2024	2025	Accounting clarifications	Policies and standards	SDGs
GOAL: Large scale phase-out of virgin fossil raw materials and fossil electricity							
100 % of the handles of products to be made with non-virgin fossil plastics by 2030*	Total volume of non-virgin fossil plastics purchased for products** in relation to total volume of plastics purchased for products (%)	6 %	85 %	86 %	*Using an ISCC PLUS (International Sustainability & Carbon Certification) certified mass balance method **purchased materials: granules, master batch and filaments/floss of: interdental brushes (inc. Angle), toothbrushes, special brushes, tongue cleaner, extra grip, picks and floss	• Environmental policy • ISCC PLUS certificate for mass balance	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION 17 PARTNERSHIPS FOR THE GOALS
100 % of our packaging to be recyclable and include at least 60 % renewable, recycled or FSC-certified materials by 2030	Total volume of renewable, recycled or 100% FSC-certified materials purchased for consumer packaging* in relation to total volume of purchased consumer packaging materials* (%)	56 %	69 %	76 %	*consumer packaging for all products produced at our production facility in Malmö		
100 % of our consumer packaging for self-produced products* to include at least 60 % renewable, recycled or 100 % FSC-certified materials by 2025**	Consumer packaging* that include at least 60 % renewable, recycled or 100 % FSC-certified materials (%)**	49 %	98 %	98 %	**based on the total weight of purchased packaging materials that include at least 60 % renewable, recycled plastic or 100 % FSC-certified material		
Phase-out of fossil electricity by 2030	Change in electricity consumption (kwh) in our own production facilities compared to previous year (%)*	Base year	-5 %	5 %	*with a maintained share of 100 % renewable electricity in our own production facilities		
	Total volume of non-fossil electricity (kwh) in relation to total electricity consumption across TePe Group** (%)	99,5 %	99,7 %	99,7 %	**100 % renewable electricity is purchased in our own production facilities. All subsidiaries are included in the KPI		

Target	KPI	2019	2024	2025	Accounting clarifications	Policies and standards	SDGs
GOAL: Net-zero emissions across the value chain*							
Market-based approach** TePe commits to reduce absolute scope 1 and 2 GHG emissions 46.2 % by 2030 from a 2019 base year TePe commits to reduce absolute scope 1 and 2 GHG emissions 90 % by 2050 from a 2019 base year	Scope 1 and 2 GHG emissions: natural gas, cars, refrigerants, electricity and district heating (tonnes CO ₂ e) Change in tonnes of GHG emissions from natural gas, cars, refrigerants, electricity and district heating since 2019 (%)	164 Base year	158 -4 %	174 6 %	*The GHG emissions inventory has been prepared by following the GHG Protocol standards. An operational consolidation approach has been applied. The GHG emission inventory is prepared annually. The inventory has been prepared together with IVL Swedish Environmental Research Institute. All relevant GHGs (CO ₂ , CH ₄ , N ₂ O, HFC, PFC, SF ₆ , NF ₃) are included in the inventory and in the target, when relevant.	• Environmental policy • Group car policy • ISCC PLUS certificate for mass balance • GHG Protocol	   
Market-based approach** TePe commits to reduce scope 3 GHG emissions from purchased goods, upstream transportation and end-of-life treatment of sold products 55 % per million pieces interdental brushes sold by 2030 from a 2019 base year TePe commits to reduce absolute scope 3 GHG emissions 90 % by 2050 from a 2019 base year	Scope 3 GHG emissions: purchased goods, upstream transportation and end-of-life treatment of sold products (tonnes CO ₂ e) Scope 3 GHG emissions: purchased goods, upstream transportation and end-of-life treatment per million pieces interdental brushes sold (tonnes CO ₂ e) Change in tonnes of GHG emissions from purchased goods, upstream transportation and end-of-life treatment per million pieces interdental brushes sold since 2019 (%)	7244 34 Base year	4462 17 -51%	5466 19 -45%	**Applying a market-based approach where supplier-specific emission factors are used for electricity and mass balanced (ISCC certified) polymers are modelled as if they are fully made from renewable sources		
Location-based approach*** (i.e. mass balance is not taken into account)	Scope 1 and 2 GHG emissions (tonnes CO ₂ e) Scope 3 GHG emissions from purchased goods, upstream transportation and end-of-life treatment of sold products (tonnes CO ₂ e)	281 7244	254 7607	265 9171	***all polymers are modelled as if of fossil origin		

Base year and Scope 3 Category 4 adjustments
As part of the 2026 update of the greenhouse gas inventory for FY2025, minor adjustments were made to the 2019 base year data. These updates do not change any conclusions from the 2024 report.
Scope 1: Fugitive emissions from cooling media refills were corrected, reducing Scope 1 and 2 emissions in the 2019 baseline by 5%.
Scope 3, Category 4: The base year was adjusted due to improved data quality.

Target	KPI	2019	2024	2025	Accounting clarifications	Policies and standards	SDGs
GOAL: Minimise manufacturing waste							
Zero waste* to landfill at all times and reduce manufacturing waste to energy recovery (unsorted) to a minimum** by 2030	Material recycling (sorted waste) in relation to total waste volume (%)	52%	79%	76%	*all waste generated at our production facility in Malmö, which includes: production waste, household waste, machines and scrapping **treatment methods reported are material recycling and energy recovery	• Environmental policy • GHG Protocol	9INDUSTRY, INNOVATION AND INFRASTRUCTURE 12RESPONSIBLE CONSUMPTION AND PRODUCTION 13CLIMATE ACTION
	Energy recovery (unsorted waste) in relation to total waste volume (%)	48%	21%	24%			

Good people

Target	KPI	2019	2024	2025	Accounting clarifications	Policies and standards	SDGs
GOAL: Enhancing quality of life and lower emissions through good oral health by providing external education focused on prevention							
Attendees of our global webinar(s) to increase by 10 % annually	Total increase of attendees in global webinars (%)	N/A	Base year	8 %	* When answering the question: “Has this webinar provided you with tools to focus more on prevention, which is a part of sustainable dentistry” (1=no, 4=definitely)	• Sustainability policy	
Average evaluation score of our global webinar above 3* (on a scale from 1–4)	Evaluation score regarding prevention and sustainable dentistry*	N/A	Base year	3,3			
Subscribers of our newsletter Clinical update to increase by 10 % annually	Total subscribers to Clinical update	N/A	Base year	2176			
	Total increase in subscribers to Clinical update (%)	N/A	Base year	39 %			
Maintain an opening rate of our newsletter of 40 %	Average opening rate of Clinical update (%)	N/A	Base year	62 %			
GOAL: Reinforce knowledge and engagement about sustainability through internal education for all co-workers							
100 % of new permanent co-workers taking part in introductory training*	Share of new permanent co-workers taking part in introductory training (%)	N/A	89 %	72 %	*introductory training includes: sustainability, culture and values, and business strategy	• Recruitment process • Company values • Sustainability policy	
80 % response rate in annual sustainability nano learning course*	Share of co-workers taking part of annual sustainability nano learning course (%)**	N/A	41 %	48 %	*co-workers with a TePe-email **percentage of users having completed some activities		
Puls (employee survey) score above 7,5 regarding sustainability*	Average Puls score regarding sustainability	N/A	8,4	8,5	*When answering the questions: “I am aware of our sustainability work at TePe?” and “I am proud of the sustainability engagement at TePe”		

Target	KPI	2019	2024	2025	Accounting clarifications	Policies and standards	SDGs
GOAL: Safe work environment							
Zero work or environment-related accidents	Environment (chemical) related-accidents	0	0	0		• Work environment policy • Policy for occupational health and safety • Employee guidelines	3GOOD HEALTH AND WELL-BEING 8DECENT WORK AND ECONOMIC GROWTH
	Work-related accidents	12 minor incidents, no injuries	15 minor incidents, 2 injuries, none of them serious	10 minor incidents, 5 injuries, none of them serious			
GOAL: Healthy work-life balance over time							
Puls (employee survey) score above 7,5 regarding healthy work-life balance over time*	Average Puls score regarding healthy work-life balance over time	7,9	7,9	7,7	*When answering the questions: “I have the chance to recover after intense periods at work”, “During my spare time I can stop thinking about work” and “The nature of my work allows me to do what I like in my spare time”	• Employee guidelines	3GOOD HEALTH AND WELL-BEING 8DECENT WORK AND ECONOMIC GROWTH
GOAL: Balanced levels of gender representation throughout the organisation							
Maintain balanced levels of gender representation throughout the organisation (50/50)	Share of employees of each gender (%)	53% women 47% men	49% women 51% men	49% women 51% men		• Employee guidelines • Gender Equality Report	3GOOD HEALTH AND WELL-BEING 8DECENT WORK AND ECONOMIC GROWTH
	Share of employees of each gender at managerial level (%)	46% women 54% men	44% women 56% men	43% women 57% men			

Good practice

Target	KPI	2019	2024	2025	Accounting clarifications	Policies and standards	SDGs
GOAL: Foster unwavering ethical culture based on TePe's values and our Code of Conduct							
100 % of first-tier suppliers to sign TePe or equivalent Code of Conduct*	Share of suppliers signing TePe or equivalent Code of Conduct (%)	92 %	96 %	97 %	*Raw materials, semi-finished and finished goods purchased to Malmö (for the purpose of selling)	• Supplier Classification and Risk Assessment procedure • TePe General Purchase Agreement	
100 % of new employees to sign whistle blow policy	Share of employees signing the TePe whistle blow policy (%)	N/A	100 %	100 %		• Supplier Self- Assessment • TePe Code of Conduct	
0 Fines or settlements for noncompliances with anti-bribery and corruption law	Number of fines or settlements for noncompliances with anti-bribery and corruption law	N/A	0	0		• TePe Supplier Code of Conduct • Risk management policy • Sustainability policy • Whistleblowing policy	
GOAL: Active endorsement of Eklund Foundation, a 5.5 m EUR fund for global odontological research, to support knowledge and development within odontology and global oral health*							
Increase of applicants by 5 % annually with maintained quality	Number of yearly Eklund Foundation applications	32 applications, 15 countries	46 applications, 18 countries	73 applications, 28 countries		• Charity and sponsorship policy	 
	Total increase in applicants for Eklund Foundation grants (percentage)**	-51%	7%	59%	*The foundation is created by the Eklund family. The foundation is endorsed by TePe but not funded by TePe **with maintained quality		



Sustainability report 2025

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