Integrated Annual Report 2025

dsm-firmenich

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Note: This report is structured in two sections: the 'Management Report' (chapters 1-4), which outlines our business and sustainability reporting, and 'Financial Statements' (chapter 5), which covers both our consolidated and parent company financial statements.

Navigating our Integrated Annual Report

PDF or printed version

This is the PDF or printed version of dsm-firmenich's 2025 Integrated Annual Report and has been prepared with ease of use in mind.

This Report was made publicly available pursuant to section 5:25c of the Dutch Financial Supervision Act (*Wet op het financieel toezicht*). It was filed with the Netherlands Authority for the Financial Markets in European single electronic reporting format (the ESEF package) on February 20, 2026. The ESEF package is available on our website and includes a human-readable XHTML version of the Report. In any case of discrepancies between this PDF version and the ESEF package, the latter prevails.

Reporting continuing operations

The figures in this Report comprise continuing operations, unless otherwise specified.

Navigation, links, URLs, and references

This PDF contains internal links to sections within the Report, as well as URL links to external sites. Both are indicated by underlined text in the color of the relevant chapter. The navigation in the top right corner includes:

- In bold: the current chapter of the Report
- In grey: the previous or next chapter
- The stack icon: to return to contents page

Forward-looking statements

This Report may contain forward-looking statements with respect to dsm-firmenich's future (financial) performance and position. Such statements are based on current expectations, estimates, and projections of dsm-firmenich and on information currently available to the company.

We caution readers that such statements involve certain risks and uncertainties that are difficult to predict. It should therefore be understood that many factors can cause actual performance, transaction progress, and positions to differ materially from these statements. The information provided in this Report is provided as at the date of its issue. dsm-firmenich does not assume any obligation to update any information or forward-looking statement provided in this Report unless required to do so by law.

This Report contains information that qualifies as inside information within the meaning of Article 7(1) of the EU Market Abuse Regulation. The English language version of this Report prevails over other language versions.

Our Company

OUR COMPANY > ABOUT US

Innovators in nutrition, health, and beauty

We are dsm-firmenich, a leading co-creation and innovation partner to some of the world's most iconic companies in the nutrition, health, and beauty space.

We are a Swiss company listed on Euronext Amsterdam. With dual headquarters in Kaiseraugst (Switzerland) and Maastricht (the Netherlands), we operate in almost 60 countries, field a global team of nearly 30,000 employees, and generate annual revenues of over €12 billion (total Group, including discontinued operations).

Where science thrives

dsm-firmenich is a nutrition, health, and beauty powerhouse. Formed in 2023 through the union of the global leader in health, nutrition, and bioscience and the world's largest privately owned fragrance and taste company, we draw on a long and influential tradition of science-driven innovation.

Today, we serve renowned business-to-business brands all around the world, always keeping the end-consumer's expectations at the forefront of our minds. Seeking to deliver solutions that combine the essential, the desirable, and the sustainable, we enable our customers to create products that shift the dial on consumer appeal, functionality, and environmental and social footprint.

Bringing progress to life

For us, progress is about helping our customers deliver this 'triple win' within their own operations and across the world. We renew that vision every day, using cutting-edge science to generate transformational approaches that combine what is essential for life, desirable for society, and sustainable for our planet.

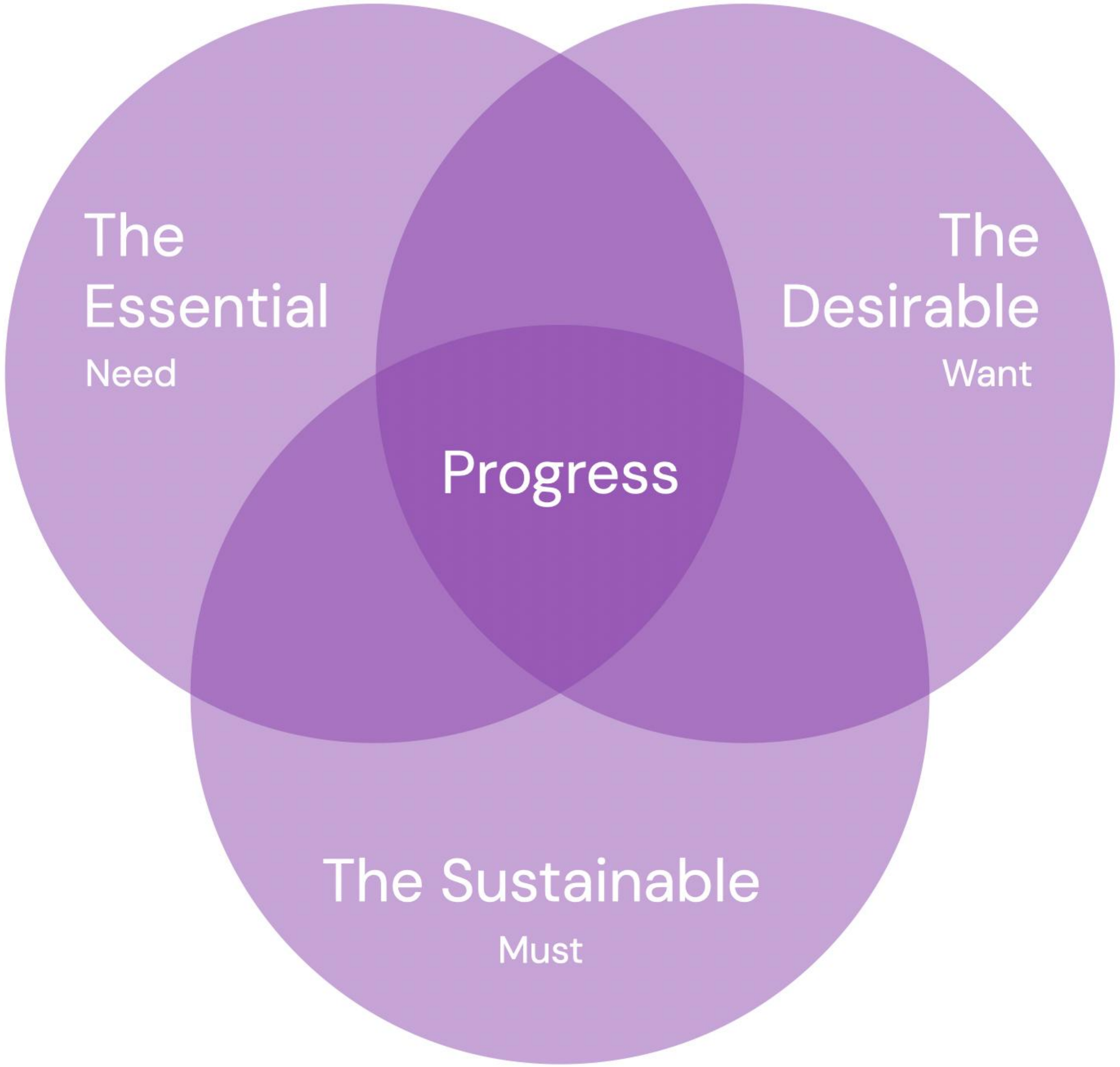
From algae-based omega-3 oil to upcycled cardamom, from human milk oligosaccharides to menopause-related skin and health care, from fragrances made with 100% biodegradable ingredients to advanced bioceramics for orthopedic applications, our products bring progress to life and positive change to the world.

Our values

Our three core values are the bedrock upon which we work and operate:

- Shape the future
- Own the outcome
- Be a force for good

Together with our customers, we work to create a more sustainable business, not only for the businesses we serve but also for society and the planet.



A rich history of scientific progress

A merger of equals

dsm-firmenich came into being in May 2023 through the merger of Netherlands-based DSM N.V. and Swiss-based Firmenich International SA. With a strong focus on nutrition, health, and beauty, we take inspiration from a rich history of scientific creativity spanning many fields and applications.

From state mining to sustainable living

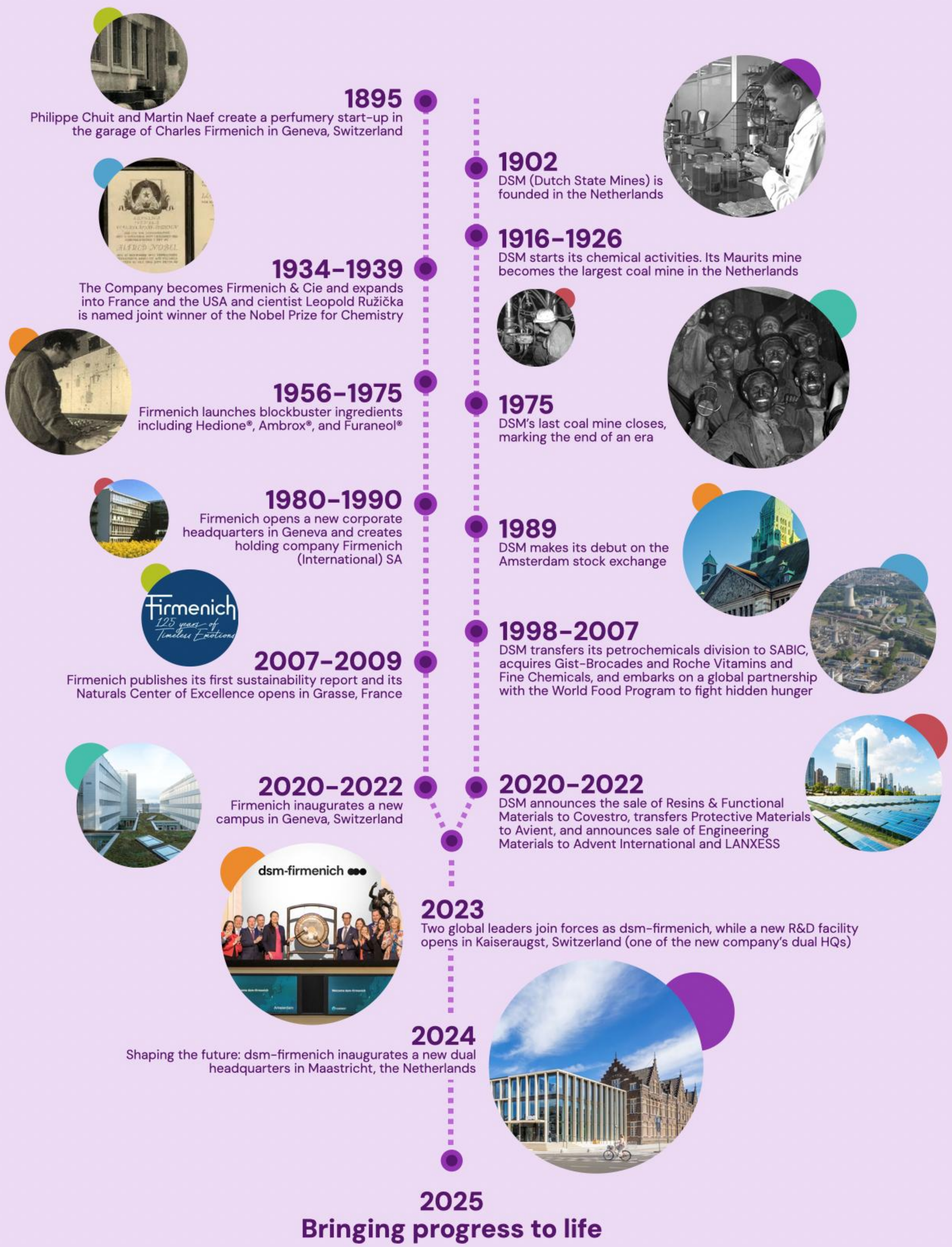
DSM had a long-standing tradition of radical transformation. Established in 1902 as the Dutch State Mines (*Nederlandse Staatsmijnen*), the company originally mined coal in Limburg, in the south of the Netherlands. During the course of the 20th century, DSM reinvented itself several times, initially diversifying into commodities and petrochemicals before finally exiting the mining business in 1973.

Reestablished as a private company, the organization changed its name to the acronym DSM in acknowledgment of its origins. From the 1990s onwards, the organization underwent further transformations, exiting commodity chemicals and petrochemicals and focusing increasingly on science-based health, nutrition, and sustainable living. Concentrating on delivering innovative solutions that nourish, protect, and improve performance, DSM also pioneered a range of influential sustainability efforts, publishing its first Triple P (People, Planet, Profit) Report in 2008.

From start-up to global house of creators

Firmenich began in 1895 when scientist Philippe Chuit and businessman Martin Naef established a perfumery business in the garage of Charles Firmenich in Geneva, Switzerland. Trading as Firmenich & Cie, the firm expanded rapidly, with activities in Paris and the US. In 1939, its first head of research, Leopold Ružička, was a joint winner of the Nobel Prize for Chemistry.

Over the years, Firmenich continued to evolve, creating groundbreaking molecules, developing new flavors and fragrances, and driving sustainability across its operations. The company opened a new headquarters in Geneva in the 1980s and established its Naturals Center of Excellence in Grasse (Alpes-Maritimes, France) between 2005 and 2007. It also published its first sustainability report in 2007 and in 2022, inaugurated a new campus in Geneva.



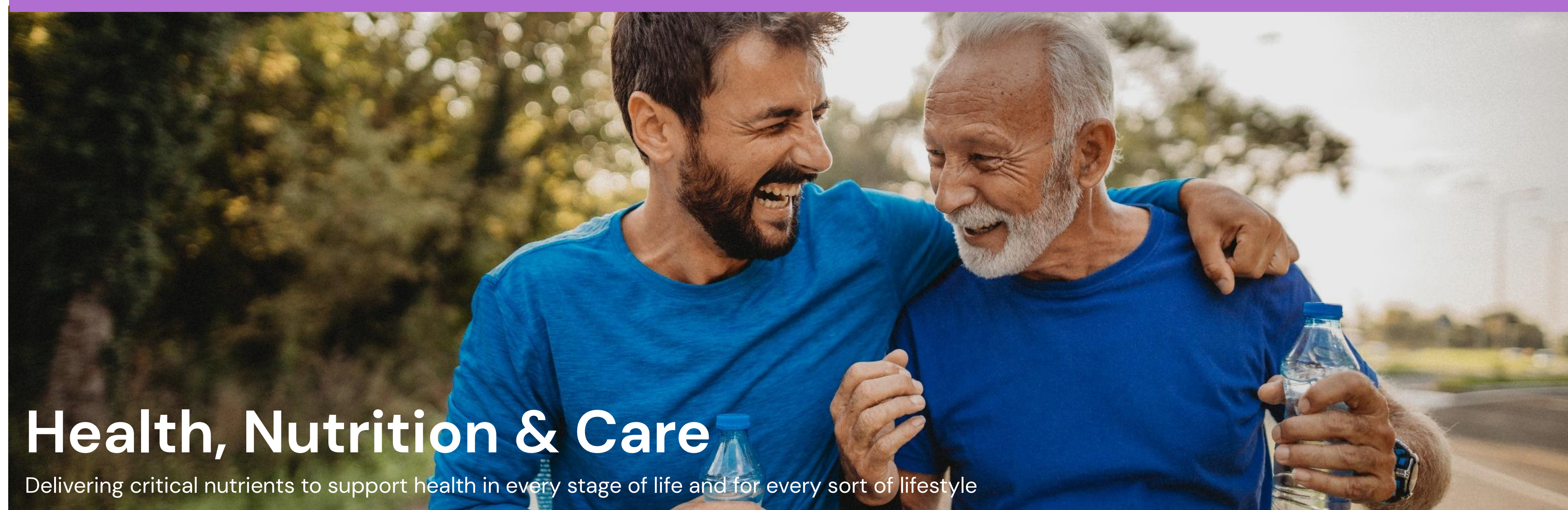
OUR COMPANY > ABOUT US > OUR BUSINESS UNITS

Distinct, focused, and complementary

From biodegradable fragrances to biomedical materials, our Business Units are set up to deliver transformational products and services.

Each of our Business Units has a reputation for market-shaping innovation. Leaders in their respective industries, they all benefit from a common foundation of scientific creativity and technological prowess, a comprehensive portfolio of best-in-class ingredients, and a global operating footprint.

Each Business Unit is uniquely positioned to help its customers achieve their objectives by understanding and anticipating significant consumer trends. This involves making full use of our expertise in Science & Research, leveraging our advanced, data-driven innovation capabilities, and adhering to the highest standards of operational excellence.



OUR COMPANY > KEY DATA

Our financial and sustainability performance at a glance

Total Group performance (in € million)	2025	2024
Sales from continuing operations	9,034	9,054
Sales from discontinued operations	3,487	3,745
Sales total Group	12,521	12,799
EBITDA from continuing operations	1,657	1,572
EBITDA from discontinued operations	588	419
EBITDA total Group	2,245	1,991
Adjusted EBITDA from continuing operations	1,772	1,751
Adjusted EBITDA from discontinued operations	507	367
Adjusted EBITDA total Group	2,279	2,118

Sustainability performance (total dsm-firmenich)	2025	2024
Workforce at December 31 (headcount)	28,550	28,214
Female:male ratio	36:64	36:64
Female:male ratio (Global Management Team)	32:68	31:69
Total employee benefit costs (in € million)	3,009	3,021
Frequency Index Total Recordable Incident Rate	0.26	0.24
Employee Engagement Index (in %)	80	79
Primary energy use (in MWh)	4,698,200	4,753,800
Greenhouse gas emissions, Scope 1 & 2 (in kt CO_2e)	721.7	775.4
Scope 1 & 2 reduction versus 2021	31%	27%
Greenhouse gas emissions, Scope 3 (in kt CO_2e)	10,280.1	10,649.5
Scope 3 reduction versus 2021	23%	20%

Financial performance (in € million)	2025	2024
Sales from continuing operations	9,034	9,054
Adjusted EBITDA from continuing operations[1]	1,772	1,751
Adjusted operating profit from continuing operations (EBIT)[1]	861	816
Operating profit (loss) from continuing operations (EBIT)	711	547
Net profit (loss) for the year from continuing operations	342	359
Core adjusted net profit for the year from continuing operations[1,4]	887	976
Adjusted gross operating free cash flow from continuing operations[1]	950	1,217
Capital expenditure, cash based	764	764
Dividend for dsm-firmenich shareholders (based on profit appropriation)[2]	629	661
Net debt	3,301	2,556
Shareholders' equity	18,244	22,511
Total assets	29,345	33,747
Capital employed	21,307	21,737
Market capitalization at December 31[3]	18,171	25,825
Other financial indicators		
Per ordinary share in €		
Basic earnings per share (continuing operations)[4]	1.21	1.21
Core adjusted earnings per share (continuing operations)[1,4]	3.31	3.54
Financial ratios (%)		
Adjusted EBITDA margin (continuing operations)[1]	19.6	19.3
Working capital / annualized net sales (continuing operations)	20.6	19.6
Core adjusted ROCE (continuing operations)[1,4]	11.1	10.9
Equity / total assets	62.8	67.3

[1] In presenting and discussing dsm-firmenich's financial position, operating results and cash flows, dsm-firmenich (like many other publicly listed companies) uses certain Alternative performance measures (APMs) not defined by IFRS and referred to as 'Core', 'Adjusted' or 'Core adjusted'. These APMs are used because they are an important measure of dsm-firmenich's business development and management performance. A reconciliation of IFRS performance measures to the APMs is given in Note 2 Alternative performance measures to the Consolidated Financial Statements.

[2] Subject to adoption of the resolution by the Annual General Meeting of Shareholders to be held on May 7, 2026.

[3] Source: Bloomberg

[4] Restated for comparison purposes

OUR COMPANY > LETTER TO OUR STAKEHOLDERS

Welcome to our 2025 Integrated Annual Report

In a year that presented global companies with many challenging new uncertainties, we stayed focused on innovation-led growth, sharpened our profile, and delivered good performance – underpinned by disciplined execution and your continued trust.

In this Integrated Annual Report 2025, we share how we advanced our strategy despite global volatility and macroeconomic headwinds, taking bold steps toward becoming a true Category of One company serving the nutrition, health, and beauty markets.

2025 was a year that tested our grit and agility. Global markets shifted rapidly and macroeconomic pressures intensified, requiring quick responses. Through it all, thanks to the support of our shareholders, employees, customers, and partners, we stayed true to our long-term strategy and continued to strengthen the foundations of dsm-firmenich.

Our purpose served as the rudder that kept us firmly on course: bringing progress to life through sustainable, innovation-driven growth. It guided every decision as we built a market leader capable of delivering solutions that unite the essential, the desirable, and the sustainable.

This progress was only possible because of the mindset we share across dsm-firmenich: curious about the future, committed to doing what's right, accountable for outcomes, and united with our customers.

We are especially grateful to our shareholders for the confidence you continued to show as we guided the company through a year of significant change and market turbulence. Stock valuations across our sector suffered, and this also affected dsm-firmenich. However, we stayed the course, transforming our portfolio and undertaking decisive actions to reinforce our core and keep us laser-focused on innovation-led growth.

To strengthen shareholder value, dsm-firmenich completed a €1 billion stock repurchase during the year.

Divestment of Animal Nutrition & Health

We are pleased to have announced an agreement to divest our Animal Nutrition & Health (ANH) business to CVC Capital Partners on February 9, 2026. This transaction represents a unique opportunity to create two new leading companies in the animal nutrition & health space, while it gives dsm-firmenich the opportunity to pursue its ambitious vision as a consumer-focused company. ANH will be split into two standalone companies: the "Solutions Company," including Performance Solutions, Premix, and Precision Services, and the "Essential Products Company," including Vitamins, Carotenoids and Aroma Ingredients. CVC is a trusted leading global private markets manager with a proven track record in business transformation. We have worked with them before on deals and partnerships to successfully create value and, based on our constructive exchanges, we believe they are the right partner for the ANH business.

Off the back of the divestment announcement, we intend to launch a new share repurchase program to buy back ordinary shares with an aggregate market value of €500 million and reduce the company's issued capital. The program is planned to commence in the first quarter of 2026.

Our strategy is to reposition ourselves as a company serving the nutrition, health, and beauty needs of the consumer. With three distinct but highly complementary Business Units, a Science & Research organization that is a byword for innovation and sustainability, and an unmatched ingredients portfolio, we are moving at full speed to bring progress to life – for our customers, the consumers they serve, and the world.

Executing our strategy

Persistent external pressures and market uncertainty demanded rapid adaptation in 2025. We translated our innovation pipeline into tangible results, launching many new products – such as the expansion of our human milk oligosaccharides (HMO) portfolio for infant formula; Amberever®, a new captive ingredient for exclusive use by our perfumers; and Maxiren®EVO, a unique award-winning coagulant that enhances cheese texture and yield. These achievements, alongside our progress in operational efficiency and synergy realization, have further strengthened our competitive position.

We are on track to achieve our target merger synergies, contributing approximately €350 million to Adjusted EBITDA. In 2025, the company delivered around €65 million in cost synergies, which brings the total to €175 million. This part of the program was completed by the end of 2025 and is now fully delivered. In addition, we realized around €100 million in revenue synergies during 2025, bringing the total to around €175 million. This contributed around €60 million to EBITDA cumulatively since the merger, of which around €35 million was realized in 2025. The remaining €115 million contribution from revenue synergies will be realized through 2027.

Financial performance

In 2025, we delivered solid financial results in a macro environment that became increasingly challenging over the course of the year. Adjusted EBITDA from continuing operations reached €1.772 billion. Organic sales grew 3%, reflecting continued demand for our science-driven solutions across our Business Units. Our cash-to-sales conversion rate was 10.5%, underscoring our disciplined approach to working capital and operational efficiency.
In view of these results, the Board will propose an unchanged dividend of €2.50 per share for the 2025 financial year at the Annual General Meeting on May 7, 2026, with a stable to preferably rising dividend policy going forward.


Thomas Leysen, Chairman of the Board of Directors


Dimitri de Vreeze, Chief Executive Officer

Innovation and sustainability

Innovation and sustainability are the foundation of our long-term vision. Our continuing investments in cutting-edge science capabilities, research centers, and sustainable innovation ensure we remain at the forefront of science-backed solutions for nutrition, health, and beauty.

In 2025, we spent over €600 million on R&D, of which €28 million in CapEx, and produced 109 new first-patent publications. In this Report, you can read more about groundbreaking innovations we launched during the year here.

Sustainability is fully embedded in our business model – not only in how we operate, but also in how we design and deliver products and services. By actively addressing key consumer demands in areas such as preventative health, healthier diets, and wellbeing, we are creating long-term value for our stakeholders while contributing to a healthier planet.

In 2025, we reached a major milestone by sourcing all purchased electricity from renewable sources, advancing our goal of net-zero emissions by 2045. Our CDP Climate A and Water A leadership scores and EcoVadis Platinum score (in early 2026) are testimony to the progress and improvement we have made as part of our continued commitment to sustainability.

Fostering growth

We continued to make investments in our core businesses throughout 2025, reflecting our commitment to innovation, customer partnerships, and global leadership. These included:

- Opening our Innovation Center in Princeton, New Jersey (USA), to co-create new products with our customers
- Starting construction of a production facility in Parma (Italy) for the development of flavors and functional blends
- Launching an immersive experience called Connect: Future You in Jakarta (Indonesia) that showcases our fragrance capabilities for Southeast Asia
- The inauguration of the Van Marken Food Innovation Center in Delft (Netherlands), designed to accelerate development of more delicious, nutritious, and sustainable food and beverage solutions
- The opening of a pet-food-only premix facility in Tonganoxie, Kansas (USA)

Our governance approach

The Board of Directors held 10 meetings in 2025, while the Board Committees each met at least four times. Full details can be found in the Governance, Risk Management, and Business Ethics chapter of this Report. The Board of Directors also provided oversight of all major strategic decisions and maintained close monitoring of the company's financial performance throughout the year.

We continue to collaborate with the competition authorities following the launch of their investigation into the fragrance industry in 2023.

Changes to our Executive Committee

In 2025, we appointed several new strong leaders to our Executive Committee to strengthen our three core Business Units.

- Laetitia Pictet was appointed Chief Legal, Risk and Compliance Officer on May 1, 2025. She succeeded Jane Sinclair, who retired on the same date following a distinguished career of nearly a decade with the company
- Alessandre Keller joined on September 22, 2025, and succeeded Philip Eykerman as President of Health, Nutrition & Care (HNC) on January 1, 2026
- Philip Eykerman continues in his role as Chief Strategy, M&A, and Transformation Officer, remaining a member of the Executive Committee
- Maurizio Clementi stepped up as President of Taste, Texture & Health (TTH) on January 1, 2026, following the retirement of Patrick Niels, who retired after a distinguished 34-year career with the company

Ivo Lansbergen, President of ANH, left the Executive Committee on October 1, 2025, to fully focus on leading the ANH business during the final stage of the carve-out.

We thank Patrick and Ivo for their distinguished service and highly valued contributions.

Alessandre and Maurizio each bring a powerful blend of expertise, ambition, and purpose-led business leadership that will help us continue to deliver exceptional value to our stakeholders.

In addition to these changes, in early 2026, we announced that Nikeisha van Sleeuwen will become Chief Human Resources Officer effective April 1, 2026, succeeding Mieke Van de Capelle, who will retire after 10 years of distinguished service.

Looking ahead

With the tuning of our portfolio and the divestment of ANH now decided, dsm-firmenich is well positioned to accelerate the execution of its strategy and grow its core activities.

Today, dsm-firmenich is focused on high-margin, high-growth businesses and on embedding best practices across its commercial and financial operations. By strengthening operational consistency, the company reinforces its solid foundations and drives continuous improvement, elevating operational excellence and customer intimacy.

We remain committed to achieving our mid-term ambitions, including synergy delivery, disciplined capital allocation, and strong cash and operating working capital efficiency. By maintaining a robust balance sheet, we intend to generate sustainable value for all stakeholders.

In conclusion and above all, we extend our gratitude to our shareholders for your support and belief in our long-term vision. Your trust inspires us to pursue excellence and innovation, even in times of uncertainty. We also thank our employees, customers, suppliers, and partners: your dedication and collaboration are vital to our progress.

Thomas Leysen
Chairman of the Board of Directors

Dimitri de Vreeze
Chief Executive Officer

Our strategy

Our strategy was first outlined by our CEO, Dimitri de Vreeze at our Capital Markets Day presentation in 2024. The dream was to build a new and unique company that would not just compete in the market but redefine it.

In 2025, we continued to execute that five-phase strategy, making progress in innovation, in how we serve our customers, in unlocking synergies, and in building a stronger and more connected company.

Dream

To *bring progress to life* by combining the essential, the desirable, and the sustainable

Merge

Bringing together two iconic companies

Focus

Focusing on creating a leading consumer company in nutrition, health, and beauty

Separating Animal Nutrition & Health

Tune

Prioritizing high-growth, high-margin segments through a calibrated steering approach

Accelerate

1. Grow what we have
2. Anchor what we do
3. Deliver on our promises

A Category of One

Innovation and creation-led growth, backed by science and sustainability

OUR COMPANY > OUR STRATEGY > OUR APPROACH TO BUSINESS

Setting us up for innovation-led growth in high-margin segments

2025 was a year of rapid shifts, geopolitical challenges and macroeconomic pressures. Our approach was to maintain our strategic focus and staying the course.

After the divestment of deprioritized activities and the tuning of our portfolio, we are now well set up to accelerate organic growth. Harnessing everything from our innovation and science capabilities to our broad portfolio, world-class talent, and our sustainability leadership, we will focus on opportunities for above-average organic growth in high-growth, high-margin segments to deliver on our mid-term financial targets.

“In 2025, we completed the tuning of our portfolio as per plan. We continued our focused divestment strategy and carved out our ANH business for sale in a two-step process that was signed in recent weeks. At the same time, we took careful measures to eliminate any potential stranded costs associated with exiting this business. Throughout the year, we drove functional excellence across all our operations, positioning ourselves for sustainable growth.”

Philip Eykerman
Chief Strategy, M&A, and Transformation Officer

Focusing on macro trends

We will achieve our objectives by concentrating on three macro-trends that speak to a growing demand for a holistic approach to well-being:

- An increasing focus on lifespan vitality
- A growing awareness of the potential of preventative healthcare
- Rising expectations concerning well-being

Each of these presents attractive opportunities for value creation, and our investment policy targets these opportunities. Aligning our approach with selected global macro trends in consumer needs and expectations is designed to ensure we achieve our mid-term targets. Our unique business model positions us ideally to capture these market opportunities effectively.

Our Business Units

Each of our Business Units has a clear value-creation strategy to bring a highly targeted focus to every market it serves.

Perfumery & Beauty (P&B)

P&B is a leading creation and innovation partner for the most iconic global and local brands in consumer goods, lifestyle, and luxury beauty. The business unit is home to some of the best talent in the industry, boasts an unmatched palette of captive ingredients, and is supported by a vertically integrated supply chain. Powered by our science-based innovations in Fragrance and Beauty & Care, we make our customers’ products more desirable, essential, and sustainable, driving consumers’ preference.

Taste, Texture & Health (TTH)

TTH tackles some of society’s biggest challenges: providing nutritious, healthy and sustainable food and beverages, and accelerating the diet transformation with appealing taste and texture, and nourishing a growing global population while minimizing food loss and waste. TTH consists of Taste, which includes flavors, natural extracts, sugar reduction solutions, and Ingredients Solutions, which includes food enzymes, hydrocolloids, cultures, natural colorants, nutritional ingredients, and plant-based proteins.

Health, Nutrition & Care (HNC)

HNC supports the health of the world’s growing population by delivering a range of innovative nutrition and care solutions. It serves the early life nutrition, dietary supplements, pharmaceutical, medical nutrition, and biomedical materials markets, as well as the nutrition improvement sector. HNC also provides a suite of customized solutions (premix, market-ready solutions, and personalized nutrition) as well as a range of services in regulatory affairs and nutrition.

OUR COMPANY > OUR STRATEGY > OUR BUSINESS MODEL

A comprehensive toolbox of synthetic, biotech, and natural ingredients

Our agile and customer-centric approach to business is informed by extensive consumer insights and characterized by cutting-edge application expertise.

Science & Research

With a global network of R&D, creation, and application facilities, and around 1,600 staff employed in R&D activities, we are working to confront some of the world's biggest challenges. We invest more than €600 million annually in this area and are regularly recognized by LexisNexis as one of the world's top 100 most dynamic innovators. To achieve this, each of our Business Units draws on the cutting-edge capabilities of our eight research platforms:

- Biotechnology
- Microbiome research
- Receptor biology and sensory sciences
- AI and data science
- Chemical and process sciences
- Formulation and material sciences
- Analytical sciences
- Nutritional and food sciences

These platforms fuel our innovation pipeline across nutrition, health, and beauty, and guide new directions in innovation-driven growth.

Innovation capabilities

Our expanding portfolio of more than 11,000 patents, together with substantial and ongoing investments in R&D and innovation, empowers our Science & Research team to deliver transformational solutions that the world needs. These colleagues work closely with our Business Unit innovation teams, 36 creation centers, and 50 application laboratories to develop distinctive innovations that create real value for our customers. Collaboration is at the heart of our approach, strengthened by around 100 active and productive partnerships with academic institutions, startups, and established companies. This network allows us to accelerate discovery, share expertise, and bring breakthrough ideas to life. For more information, please refer to the Science & Research section.

Market proximity

We combine a strong global philosophy with deep local understanding and close market engagement. With a network of 234 offices, laboratories, and global manufacturing sites, we provide customers with a broad range of value-adding solutions tailored to their needs. By co-creating with our partners and drawing on our scientific, technical, and operational expertise, we uphold the highest global standards of safety, quality, and reliability — ensuring consistent performance and continuous supply wherever our customers operate.

Sustainability

Our innovations make a difference. They deliver value to customers; the right outcomes for consumers; sustainable returns for investors; and a positive impact for People and Planet. A growing market, our ability to meet new demands, and our responsible production methods differentiate us, drive innovation, and ensure a secure and resilient supply chain. This will help us cement our leadership position for the long term and enables us to shape and drive these trends in the future, delivering returns to our shareholders.

Sustainability and Science & Research are the foundation of our business model. Our customers and consumers demand it, and we embrace it as a responsibility, because it's good for business and it's the right thing to do. That's why sustainability is embedded in all aspects of our operations and across our entire value chain: to stay relevant in the future, and to keep delivering value to customers and sustainable returns for investors, for the long term. It's deeply engrained in everything we do. We aim to enable best-in-class sustainability performance that will deliver positive impact for People and Planet. That progress must also be concrete and measurable: a significant milestone in 2025 was the achievement of 100% of our purchased electricity coming from renewable sources.

For more details, please refer to Sustainability performance and Sustainability Statements.

Governing principles

The following principles govern our approach:

- We are united by a common purpose and set of values
- Our priorities, strategy, and policies are set at Group level
- We differentiate ourselves through our credentials and capabilities in Science & Research, as well as sustainability
- Sustainability is embedded into how we design, source, manufacture, and deliver products and solutions in collaboration with our customers, suppliers, and partners

We give each Business Unit a high degree of autonomy to ensure it stays agile and can create shareholder value. Each Business Unit is fully accountable for cash generation, its financial results, as well as for delivering on the Group's sustainability targets. The Business Units also control their respective manufacturing plants, supply chains, and regulatory affairs. Our Business Partners – members of key corporate functions such as HR, Finance, and IT – enable excellence and efficiency by partnering closely with the Group and the Business Units. The Business Partners also drive effectiveness through shared service centers. This approach, aligned with global macro trends, ensures smart, impactful progress toward our mid-term targets.

OUR COMPANY > OUR STRATEGY > OUR FOUNDATION

Exemplary standards in quality, safety, ethics and compliance

Quality, safety, ethics and compliance are non-negotiable at dsm-firmenich: they are anchored in our Code of Business Ethics and embedded in our policies, systems, and culture, with clear accountability from the Board to every site and colleague.

Quality

Quality is the right of every customer and the responsibility of every employee at dsm-firmenich. In 2025, we further embedded the integrated approach to quality that we launched in 2023. Grounded in the concepts 'Quality culture', 'Crafted with care', 'High standards', and 'Continuous improvement', our approach comprises a range of methods.

These include clear management principles and operational requirements, Group-wide quality standards, quality key performance indicators, and monthly and quarterly quality reports to the Board of Directors and the Executive Committee, along with the CEO newsletter, quality culture activities, celebrations, and awards.

For further information on our approach, please see Quality.

Safety, Health & Environment (SHE)

Safeguarding our people, communities, and planet is not only good business: it is the right thing to do. Our SHE policy is a promise to our employees, partners, customers, and other stakeholders to exemplary standards, ensuring our own sustained growth. We strive for an accident-free workplace and foster a culture built on care, involvement, trust, learning, and accountability. Every colleague has a role to play in speaking up, acting safely, and helping create an environment where safety comes first and responsible behavior is second nature.

We apply consistent expectations and practices across all our sites to prevent incidents, protect health, and minimize our environmental impact. This includes managing risks, sharing learnings, and continuously improving how we operate in areas such as safety, health, climate, energy, and environmental stewardship. Through this shared commitment, we help ensure that our operations remain safe, resilient, and aligned with our ambition to contribute to a healthier, more sustainable world.

For more information, please see Environmental information and Social information.

Ethics and compliance

Ethics and compliance are the responsibility of every employee. Our Legal, Risk, and Compliance team connects our company with opportunities while protecting our interests and values. Collaborating closely with the relevant stakeholders, we operate to the highest legal and regulatory standards while proactively managing our risk exposure and upholding our commitment to ethical business practices as outlined in our Code of Business Ethics.

A global team powered by science, creativity, and shared purpose

Bringing progress to life means not just meeting expectations but going beyond them. In 2025, we launched our Employer Value Proposition (EVP) to reflect this ethos.

Powered by science, creativity, and a shared commitment to shaping a better future, our EVP has been created to engage and unite everyone who works for and with dsm-firmenich. Founded on our company values, it has three pillars:

- Creative innovation: Grounded in our first value, 'Shape the future', we combine cutting-edge science with consumer-inspired collaboration. Whether this involves reducing sugar in food and beverages without compromising flavor and mouthfeel, or creating fragrances that enhance well-being, we challenge the status quo to unlock new possibilities
- Impact with purpose: Guided by our second value, 'Be a force for good', we embed sustainability into everything we do. From collaborating with WHO and UNICEF to advancing health and nutrition in the consumer space, we act with integrity and responsibility to improve lives every day
- Supportive growth: Inspired by our third value, 'Own the outcome', we empower our people to grow and thrive. With continuous learning, mobility across teams and borders, we create a culture of inclusion and belonging, where every voice matters and every idea helps to drive positive progress

Together, with our customers, we create meaningful impact, because real progress only happens when we go beyond, together.

Our Employee Engagement Survey

The outcomes of our most recent survey highlight the fantastic achievements we made in 2025, reinforcing the positive impact our renewed focus on people and culture is having.

Overall, we saw sustained engagement across the organization. 'Participation' rose from 85% to 90%, reflecting increased trust and willingness to share feedback; 'work engagement' remained consistently high at 80%, demonstrating ongoing commitment during a year of change, and 'intention to stay' jumped to 83%, indicating that clearer career pathways are boosting how confident our employees feel in their future with us.

Together, these results (for full details please see Sustainability Statements) are a powerful endorsement of our approach to creating a more connected, inclusive, and engaged workforce, and provide a great foundation for the year to come.

OUR COMPANY > OUR STRATEGY > OUR PEOPLE AND VALUES > EVP

Go beyond: building a people brand that expresses our purpose

In 2025, we set out to create an employer brand that reflected our purpose, our values, and the people who bring them to life.

We anchored our approach in real human insight, working to engage both our current employees and prospective job candidates to understand what it is about dsm-firmenich that makes us unique. Their perspectives became the foundation for an employer brand that embodies authenticity, clarity, and belonging.

The result of these conversations was an inclusive, storytelling-driven campaign designed to strengthen our reputation as a great place to work and to attract and retain the talent we need for the future. Filmed in eight global locations, the campaign captured the experiences of 24 colleagues from a spectrum of roles and backgrounds. Each testimonial – a selection of which can be found on the next page – reflects a different facet of who we are as an organization and what it means to grow, contribute, and thrive here.

Following its launch in October 2025, the campaign expanded to reach global audiences through social channels, refreshed job boards, and an updated career site. From 2026, our employer promise to 'go beyond' will be woven into our entire People approach, from onboarding and internal mobility to leadership and talent programs.

More stories on how we engage and empower our people can be found in Sustainability performance.

> 'Go beyond' isn't just a promise to our people, it is a reflection of the energy, passion, and drive that define us. When customers partner with dsm-firmenich, they don't just see a company: they feel the commitment and ambition that power everything we do."

Mieke Van de Capelle
Chief Human Resources Officer

OUR COMPANY > OUR STRATEGY > OUR PEOPLE AND VALUES > THE EMPLOYEE EXPERIENCE

Experiences of purpose, growth, and creative innovation

The heart of any company is its people, and at dsm-firmenich, we are proud of the impact our employees are making every day.

No single account could capture the breadth of creativity, innovation, and dedication on display within our organization. Across our global business, employees are embracing opportunities to grow, collaborate, and shape solutions that improve health, nutrition, and wellbeing worldwide. We have gathered testimonials to highlight just some of the ways our teams contribute to progress, foster inclusivity, and make a difference across industries and communities.

Driving innovation in taste applications

Kathleen Nleya is Manager of Taste Applications in Princeton, New Jersey. She plays a pivotal role in creating products that delight consumers while improving health outcomes. Her projects have included launching an award-winning beverage and working on a new flavor ingredient that enhances both taste and nutrition across global food products. Working with colleagues across regions to reduce sugar, lower calories, and minimize our carbon footprint, Kathleen's projects exemplify the blend of creativity, scientific expertise, and teamwork that defines our approach to innovation, making a tangible impact on both consumers and the planet.

Connecting science to consumer health

Endrigo Ramos is Associate Director for Marketing and Healthy Longevity in Kaiseraugst. His work helps bridge the gap between cutting-edge health and nutrition research and consumer needs. By leveraging insights and new AI tools, he works hand-in-hand with his teams to translate scientific discoveries into practical solutions that help people live longer, healthier lives. Endrigo particularly values the supportive environment in which he works, one that allows him to take initiative, pursue bold ideas, and collaborate with teams across the organization to bring health-focused innovations to market. His work illustrates how scientific expertise, consumer understanding, and cross-functional teamwork combine to make a positive impact on global well-being.

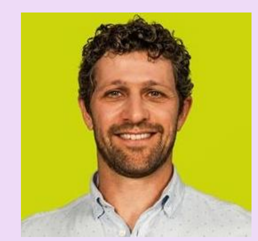
Advancing client-focused innovation

Esha Kale is Associate Sales Director in Mumbai. She finds a great sense of purpose in developing innovative products that make a tangible difference for clients, customers, and consumers worldwide. With 13 years at the company, she has grown through teamwork and opportunities to collaborate with diverse groups of people, building relationships across geographies and cultures. Her experience highlights the inclusive, supportive environment at dsm-firmenich that encourages employees to bring their authentic selves to work and contribute their very best ideas.

> "I get to interact with many people from different parts of the world, and the diversity allows me to be me."

Kathleen Nleya, Princeton
Manager, Taste Applications Global Sugar Reduction TTH

> "If you have the courage at dsm-firmenich, you can do whatever you want. It has the perfect environment for you to thrive."



Endrigo Ramos, Kaiseraugst
Associate Director, Marketing and Healthy Longevity HNC

> "dsm-firmenich is a place where you can really be yourself: it's genuinely inclusive, which means you can really bring your best."

Esha Kale, Mumbai
Associate Sales Director,
Regional Consumer Brands India P&B

OUR COMPANY > OUR STRATEGY > OUR VALUE CREATION MODEL

Our value creation model

For us, value creation extends far beyond financial metrics. It is an intricate interplay of environmental, social and economic factors that defines our commitment to sustainable and responsible business.

Capital inputs and approach[1]

- Financial capital: Sourced from our shareholders and invested into our operations to drive innovation and expansion
- Manufactured capital: Includes our production facilities and technological infrastructure
- Intellectual capital: Our extensive R&D capabilities and proprietary technologies
- Human capital: Embodied by a talented and dedicated workforce
- Social capital: Built through strong relationships with our stakeholders, including customers, suppliers, and communities
- Natural capital: Involves the sustainable use of resources such as water, energy, and raw materials

Business model and value chain

We gather, develop, and secure these inputs through strategic investments, robust R&D activities, talent management, stakeholder engagement, and sustainable resource management. The model leverages these inputs to create value through interconnected activities. The main features of our upstream and downstream value chain include suppliers, customers, distribution channels, and end users. We maintain strong relationships with these business actors to ensure efficient and effective value creation. Our key suppliers provide essential raw materials and components, while our customers and distribution channels help deliver products and services to end users.

Capital outputs and outcomes

The outputs of the model are multifaceted and create value for our stakeholders:

- Financial outputs: Revenue growth, profitability, and shareholder returns
- Manufactured outputs: High-quality products and innovative solutions
- Intellectual outputs: Patents, trademarks, and industry-leading research
- Human outputs: Employee development, engagement, and well-being
- Social outputs: Contributions to community development and stakeholder engagement
- Natural outputs: Responsible management of environmental resources and reduction of ecological footprint

UN Sustainable Development Goals

We contribute to many of the SDGs, but in particular to SDG 2 and SDG 3 through the products and solutions we provide, and to SDG 12 in how we run our business.

[1] Human capital, social capital and natural capital are reported as total dsm-firmenich

World-leading science that sets us apart

At dsm-firmenich, we believe in the power of science to make a positive impact — for both People and Planet. That's why science is the foundation for everything we do, helping us to innovate and bring progress to life across health, nutrition, and beauty.

We invest over €600 million annually in research and development. Our company is home to around 1,600 staff employed in R&D activities (of whom around 350 have PhDs) across 15 research hubs, 36 creation centers, and 50 application laboratories. With this scale and expertise, we accelerate innovation and partner with our customers to meet the needs of today and tomorrow.

“Cutting-edge science is driving progress all across our businesses. By combining science-based innovation, a purpose-led approach, and a differentiated product portfolio, we are now uniquely equipped to shape new markets and redefine consumer experiences.”

Sarah Reisinger
Chief Science & Research Officer

OUR COMPANY > SCIENCE & RESEARCH > OUR APPROACH

Innovation with purpose: proven science that improves lives

We work closely with our creators to develop pioneering products and technologies with an end-to-end innovation approach. Sustainability is embedded throughout every stage of the process, from discovery, pre-clinical and clinical studies to application development, scale-up, and industrialization.

Our global Science & Research team ensures developments are aligned with the needs of our businesses by continuously refining its innovation portfolio to maximize value.

This involves delivering priority projects that have a direct impact on business, as well as reviewing and investing in capabilities to future-proof innovation delivery. Our Scientific Advisory Board, comprising world-leading experts from a range of fields, also helps guide long-term direction, inspiring us to continue working on transformative breakthroughs.

R&D expenditure

We continually invest in innovation to support the overall balance of our product portfolio and product life cycles.

Continuing operations	2025	2024
R&D expenditures in € million	657	668
R&D expenditures as % of net sales	7	7
Staff employed in R&D activities	1,602	1,618[1]

[1] Restated for comparison purposes

Our capabilities

As mentioned in Our strategy, our cutting-edge Science & Research is built on eight powerful research capabilities. Our scientists also work closely with our Business Units, customers, and consumers to help guarantee we are making a real difference, whether working to make products healthier, more sustainable, or simply more delightful.

Biotechnology

Building on our deep mastery of microbial systems, we develop a wide range of nutrition, health, and beauty products. Combining traditional and modern approaches, including synthetic biology and precision fermentation, we create and improve sustainable bio-solutions that elevate experience while accelerating climate action.

These capabilities are amplified by digital technologies such as AI, enabling faster optimization and robust scale-up. Our biotechnology know-how and global biomanufacturing infrastructure enables us to innovate, enhance our existing solutions and deliver a dependable pipeline of novel ingredients to our Business Units.

Microbiome research

For humans and animals, we are working to better understand host-microbiome interactions – the operation of the unique, individual collection of diverse microorganisms that populates the body. Knowing more about the microbiome's influence on health and well-being, especially for gut and skin health, enables us to develop novel capabilities. We also capitalize on synergies between microbiology, analytical sciences, data science, synthetic biology, and human biology.

Receptor biology and sensory sciences

Our research decodes taste, smell, and related sensations at the molecular level, with our proprietary knowledge driving innovation across a range of business segments. This industry-leading science helps discover highly differentiated ingredients and modulators of flavor and fragrance. Research into perception and cognitive neuroscience sheds further light on how humans respond to ingredients in both individual and combined form.

Our insights into the sensory and psychophysical characteristics of fragrance and flavor ingredients help identify and measure well-being benefits. Our capabilities in this area include in-house sensory testing, psychophysics, and behavioral psychology, and are complemented by psychophysiology and cognitive neuroscience conducted with the aid of external partners.

Data science and AI

We continue to build and layer new AI-driven capabilities that strengthen and support our research and creative teams. Advanced bioinformatics and chemoinformatics, combined with generative and agentic AI, increase discovery hit rates and reduce experimental cycles. Predictive models enable in-silico evaluation of formula performance, guide reformulation, and optimize sensory outcomes, while our state-of-the-art data-science engine — and its application across our research and innovation — empowers the development of unique, precision solutions for our customers.

Chemical and process sciences

We create new signature ingredients for our perfumery business, deliver innovative natural ingredients for our three businesses, and develop improved and more sustainable production processes for existing ingredients for nutrition, health, and beauty. By combining state-of-the-art chemistry, advanced engineering and data science, we speed up product discovery and development.

Assisted by our green chemistry approach, we use modern catalytic methods and renewable raw materials to lower our eco-footprint. In tandem, we also address increased customer demand for natural ingredients by developing advanced extraction technologies, such as Firgood®, our range of 100% natural extracts. Our leadership in naturals is built upon three pillars: innovation, sustainable procurement standards, and collections of certified ingredients with strong involvement at source.

Formulation and materials science

We develop cutting-edge biodegradable delivery systems that boost fragrance longevity, capitalize on our mastery of molecular partitioning to enhance the stability and bioavailability of active ingredients used in personal care, and use our expertise in controlled release to develop targeted delivery solutions for ingredients used across our businesses. We also use our knowledge of flavor delivery and off-note modulation, combined with our expertise in protein texturization, to offer new food-and-drink product formats.

Analytical sciences

A broad range of analytical chemistry techniques are central for identifying and characterizing compounds responsible for product performance, as well as for monitoring biotech processes and chemical conversions. By generating molecular insights, we assist in the discovery of novel ingredients and deepen our understanding of complex biochemical mechanisms in microbes. Reliable analytical sciences data is critical in enabling advances in modeling approaches and AI, from ideation and discovery to manufacturing and application of our products.

Nutritional and food sciences

We create science-based, sustainable solutions for human nutrition and health. Our expertise in these areas supports the product development and delivery process – from concept through research – to the customer. It also enables us to develop targeted solutions that improve the flavor, texture, and nutritional content of food products.

IP and licensing

In 2025, we were recognized as a Top 100 Global Innovator by LexisNexis. Our intellectual property (IP) professionals maximize the value of our innovations and brands by strategically defending patents and trademark rights in key markets. The IP team acts as a differentiator in joint developments, technology licensing (in/out), and IP asset acquisitions or sales. In 2025, we made 109 new first-patent publications, reflecting a continued focus on protecting our competitive advantage.

Regulatory Affairs

Our Regulatory Affairs team is central in ensuring timely market access for innovations, helping to unlock growth with safe and compliant new products that create customer and business value.

Highlights from 2025 include boosting efficiency through adoption of new AI and data-management tools; ensuring continued REACH compliance in an increasingly complex environment; and implementing new regulations such as the EU Deforestation Regulation to safeguard supply chains.

Scientific collaboration

We collaborate with around 100 organizations worldwide, including academic institutions, start-ups, and others. Our commitment to collaboration broadens our scientific and research horizons, enabling us to collectively contribute to solving pressing societal and environmental challenges.

Venturing

dsm-firmenich Ventures (dfV) makes investments in innovative, early-stage technology companies across the health, nutrition, and beauty sectors. In 2025, we ensured alignment with priority technology and product areas, with a focus on opportunities with a horizon of two years or more. We made investments in two startups: P2 Sciences and ExoLab. dfV is now driving strategic value creation by facilitating robust technology and product partnerships between dsm-firmenich and the highly innovative startups in our venturing portfolio. To learn more, see here.

Pushing the boundaries

As outlined above, 'Data science and AI' is one of our eight main research capabilities. The rapid advancements being made in this field have made it possible for us to reimagine how we discover, design, and deliver ingredients and solutions. We combine chemistry, biotechnology, receptor biology, analytical data, sensory data, and consumer insights with advanced computational methods to accelerate ingredient discovery and product development.

We are also building next-generation capabilities, such as aging atlases, digital twins, and precision health and nutrition models to translate complex, multi-modal data into actionable insights. Of course, our scientists are conducting pioneering work across all eight of our science capabilities. Thanks to the synergies between them, we are able to innovate in truly unique ways, setting us apart as a Category of One.

In 2025, we launched an array of innovations across a range of markets, with many of these offering significant sustainability benefits too — both for People and Planet. Some key examples are listed below:

- In TTH, we launched ModulaSENSE® (precision maskers that capitalize on our expertise in receptor biology to make plant-based proteins more delicious), Astarome™ (a new green drying technology for making powdered flavors), and Maxiren®EVO (a new enzyme for more efficient cheese production with enhanced moisture retention, improved texture, extended shelf life, and reduced cutting losses)
- In P&B, we launched Amberever® Neo (a new cedarwood fragrance ingredient with ten times the strength of ingredients in the same olfactive space), Clearsense® (new malodor-control solutions for deodorants, home, and oral care), and EmotiOn™ social connection (a program that harnesses the power of scent to foster emotional wellbeing and connection)
- In HNC, we continued to invest in Humiome® (our world-leading health-from-the-gut platform), we launched Ulteeva Purity™ (new biomedical fibers for safer surgery), we also launched the first nutritional longevity solution clinically proven to slow down biological aging (based on *life's® OMEGA* and Quali®-D), and we even made breakthroughs in boosting the bioavailability of CBD-based therapies, with CBtru®

Our Businesses

A creation partner to the world's most iconic consumer brands

Perfumery & Beauty (P&B) is powered by science-based innovations that span fragrance, ingredients, and beauty actives. We house some of the industry's finest talent, boast an unmatched palette of specialty ingredients, and are supported by a vertically integrated supply chain.

Benefiting from strong demand for our specialty ingredients and recognized innovation capabilities, we occupy a leadership position in the creation space. For more than a century, we have built an unparalleled palette of synthetic, natural, and biotech ingredients. Today, we enjoy advanced expertise in negotiating a regulatory landscape in which reformulations are becoming a powerful differentiator.

In 2025, we made full use of our organization as an integrated ecosystem, combining the capabilities of Perfumery & Ingredients, together with Beauty & Care, to navigate a challenging environment. Despite the trade conflicts that characterized the year, fragrance remains highly resilient, supported by trends that cater to our customers' evolving preferences. This potential was fully recognized in our Vision & Strategy 2029, launched in January 2025, which sets out our next five-year roadmap. This clear strategic vision, backed up by investment plus disciplined and agile implementation, ensures an uncompromising focus on innovation, creation, and excellence, enabled by our advanced digital capabilities.

Highlights

- In 2025, we delivered 3% organic sales growth and a 21.7% Adjusted EBITDA margin
- We maintained strong growth momentum in Fragrance, winning new business with a number of global consumer brands and simultaneously stepping up our collaboration with various regional consumer brands in China, India, and Indonesia
- In Fine Fragrance, our win rate reached a historical high in prestige and niche market segments, while our creation was recognized with an unprecedented number of global awards
- Our Ingredients business enjoyed a good year, including the launch of two new molecules that deliver exceptional performance and longevity for ambery perfumes
- Beauty & Care continued its innovation journey despite challenges in suncare
- In line with our sustainability targets, we are progressing well to achieve 100% responsible sourcing of key natural ingredients by 2030. This year, we achieved 100% life cycle assessment data coverage across our portfolio.

OUR BUSINESSES > PERFUMERY & BEAUTY > OUR MARKETS

Covering the entire perfumery and beauty market space

Key market trends

Several new challenges characterized our market in 2025, following a very strong dynamic in 2024. These included the introduction of tariffs, some destocking induced by softness in demand, transitions between different distribution channels, new competition in certain ingredient categories, and more cautious spending on the part of consumers. Nevertheless, ever-increasing consumer demand for superior and sustainable products that deliver wellbeing supported a positive long-term outlook. This is based on three key emerging trends that shaped the industry in 2025:

- A growing appetite for perfumery: According to our NewNextNow consumer study for 2026 and beyond, conducted in 21 countries, 70% of the population say they appreciate scents now more than before, with 73% saying that scents bring pleasure, signaling a strong appreciation for the wellbeing-related benefits of scent
- The growth of online commerce: Digital tools, such as fragrance personalization and virtual beauty platforms, which make online shopping feel more personal, are also driving greater e-commerce sales and outpacing in-store growth
- The acceleration of digitalization: The influence of social media platforms such as TikTok, combined with a rising awareness of niche brands, is fueling demand for fragrances and has resulted in increased consumption among younger generations, particularly Gen Z

For some of the highlights of our innovation activities in 2025, see Innovation in this section.

Performance

Perfumery & Beauty delivered organic sales growth of 3%. Fine Fragrances delivered high-single digit growth, while Consumer Fragrances and Ingredients delivered mid-single digit growth. Beauty & Care was impacted by weakness in sun filters. The Middle East was strong, Asia was good, and Europe solid, with softness in North America and Latin America.

The Adjusted EBITDA margin of 21.7% represents a good performance, particularly given the impact of the sun filters. Adjusted EBITDA was stable when excluding an adverse 3% currency effect.

Key performance figures

x € million	2025	2024[1]
Sales	3,760	3,776
Organic sales growth (in %)	3	7
Adjusted EBITDA	815	842
Adjusted EBITDA margin (in %)	21.7	22.3

[1] Restated for comparison purposes

> "In 2025, we continued our transformation despite a more challenging environment. Together with our customers, we are shaping a unique winning machine powered by creation, innovation, excellence, and the unwavering commitment of our teams."

Emmanuel Butstraen
Chief Operating Officer and Business Unit President Perfumery & Beauty

OUR BUSINESSES > PERFUMERY & BEAUTY > THE YEAR IN REVIEW

A year of close and fruitful collaboration

Investing in ingredients

At P&B, the research and development of fragrance ingredients is our top priority. In early 2025, we launched Amberever®, a groundbreaking cedarwood fragrance ingredient that delivers exceptional performance and captures the current market trend for powerful woody notes. This innovative molecule offers a rich, ambery undertone with impressive longevity.

Following this successful launch, we introduced Amberever® Neo in November, which is a purer version obtained through crystallization to isolate the isomer responsible for its odor and strength. Produced at our La Plaine site (Switzerland), these new signature captive ingredients create meaningful differentiation and are key ingredients for our Fine Fragrance and Consumer Fragrance perfumers.

Every year, we also promote a new Sharing Innovation Collection, showcasing the diversity of our portfolio and our commitment to sustainability. For 2025, our new collection featured our breakthrough biotechnology ingredient, Firsantol®, made from upcycled turpentine; Cyclamen Base, developed to address regulatory challenges; and premium and certified Naturals, including the previously captive ingredient Coffee Peru Organic from our proprietary Firgood® technology, Olibanum Cert, and Rum SFE.

This year, we also took another significant step by strengthening the organization of our Naturals business. We created the Naturals Perfumers Council, a group of selected expert perfumers focused on strategic growth, with a brief to drive the development, promotion, and scalability of natural ingredients.

We pursued significant investments in growth projects in 2025, particularly for key specialty ingredients such as amber notes and musks in our industrial sites in India, France, and Switzerland. We also commissioned a new production unit in France, for the manufacture of hydrogenated bio-based resins for industrial applications. This state-of-the-art facility will position us as a global leader in the production of hydrogenated rosin resins and derivatives, which are used in markets such as adhesives, coatings, and chewing gum.

Perfumers at the heart of creation

Our perfumers won several awards worldwide in 2025. Two of our Fine Fragrance Master Perfumers, Alberto Morillas and Olivier Cresp, were honored at the Fundación Academia del Perfume in Spain with the “Perfume Legends” Award, in recognition of their extraordinary career achievements, their lasting contributions to perfumery, and their relentless passion for fragrance creation. Alberto Morillas also won the ISPC (International Society of Perfumer-Creators) “Prix Contribution Award” for his numerous contributions to the perfumery industry.

From award-giving organizations to top global publications, our perfumers received recognition, not only for their creations but also for their wider contributions to perfumery. Principal Perfumer, Fabrice Pellegrin, was named as one of CULTURED magazine’s CULT 100. This carefully curated list celebrates individuals who are shaping our culture in real time – artists, innovators, and creative thinkers.

Principal Perfumer, Amandine Clerc-Marie, was recognized as one of the 2025 Vogue Business 100 Innovators for her contributions in reshaping beauty with bold ideas and visionary scent. She also won the Achiever Award in the Creator Category from CEW France. Last but not least, our talented Principal Perfumer, Marie Salamagne, was honored by Cosmétiquemag, a leading beauty trade publication in France, as Perfumer of the Year. The award celebrated her outstanding creativity and artistry, showcased in many remarkable launches this year.

Beauty & Care, a house of science beyond wellbeing

In Beauty & Care, our skincare business continued to develop well in 2025. ETERWELL® YOUTH, our award-winning holistic solution for healthy ageing skin, enjoyed strong wins, and we built on this success to launch ETERWELL® HAIR. Our sun filters business, by contrast, experienced a challenging year.

At the core of our mission lies wellbeing and holistic beauty, with products built on superior in-house expertise, scientifically proven results, and deep consumer insights. ETERWELL® HAIR, a key breakthrough innovation of the year, showcased our leadership in next-generation hair care science and earned multiple awards for its pioneering approach to hair vitality. As the first ingredient clinically tested on senescent hair follicles, it opens a new pathway to support scalp balance and hair density. This innovation exemplifies our commitment to breakthrough science and sustainably sourced, high-performance ingredients.

On the skincare front, SYN-COLL® CB, our next-generation, eco-conscious, high-performance tripeptide for sustainable well-aging, was launched this year. This patented, TFA-free, natural-origin tripeptide is powered by Green Chemistry. It helps slow the skin’s aging process by mimicking the skin’s own mechanisms to boost collagen and protect against its degradation throughout life.

Technology and beauty worked hand in hand in 2025 through our proprietary 3D Skin-Mapping technology, which bridges the gap between scientific data and consumer language. From single-point bio-instrumental evaluation to continuous visualization of skin hydration, barrier function, skin surface pH, and sebum across diverse skin types, this innovation demonstrates product benefits in an intuitive manner, helping customers create winning solutions – as successfully showcased at key global and regional Beauty & Care events throughout the year.

Driving customer intimacy and inspiring co-creation

Showcasing excellence in customer intimacy, our immersive, multi-sensorial experiences go all over the world, reaching our clients directly, fostering customer intimacy, and promoting co-creation.

Our fragrance experience, Sensorium™, was mounted in China, Indonesia, and Thailand, giving our customers in Asia an exclusive opportunity to see, smell, and experience the future of fragrance. In March, we launched an exclusive exhibition in Paris, the House of Musks. For over 100 years, we have been at the forefront of musk innovation, mastering its transformation from a rare animal-sourced ingredient to a sustainable, renewable molecule. This moment unveiled the secrets of this iconic ingredient, celebrating its history, its paradoxes, and its perennial fascination.

In April, we showcased our full innovation power at the World Expo in Osaka, a global platform for innovation. We contributed to this event through our collaborations with both the Dutch and Swiss Pavilions – two countries in which our company is rooted. Our participation was a major milestone as we proudly presented our full cross-business portfolio, marking a major milestone in our engagement with the region and our commitment to shaping a better future through science, sustainability, and creativity.

Later in the year, we embarked on a new journey with Scent of Italy. This special event is a new cultural, emotional, and sensorial project that explores the Italian influence and signature in perfumery. We took a group of perfumers to different Italian regions to discover the unique olfactive signatures of each place through familiar places and fantastic food.

Employee Engagement

Our Business Unit achieved an impressive 87% participation rate in the company-wide Employee Engagement Survey in 2025, a full five percentage points up on P&B's participation rate last year. This positive trend reflects a culture in which we prioritize collective success, empower each other, and seek continuous improvement.

Sustainability, innovation, and partnerships

Sustainability

In 2025, we reached a major milestone: 100% of our Perfumery and Beauty & Care ingredients have a product carbon footprint available, based on Life Cycle Assessment (LCA). Every ingredient in this scope now carries a complete sustainability assessment profile. Much more than a target achieved, this comprehensive data is the foundation of our decarbonization journey.

P&B actively contributes to the Group's SBTi-validated 2045 net-zero target by embedding sustainability across its entire ingredient and fragrance portfolio. With robust data informing our decisions, we design lower-carbon solutions across three key levers: sourcing lower-impact raw materials; optimizing manufacturing operations to reduce energy use, waste, and emissions; and advancing eco-design to create lower-carbon ingredients, solutions, and fragrances.

This data foundation enables accurate Product Carbon Footprint (PCF) calculations, as well as customer portfolio assessments that support clients in measuring and reducing the carbon impact of their products.

By sharing these insights and solutions with our clients, we not only advance our own carbon-reduction targets but also contribute to lowering emissions across the broader perfumery and beauty industry.

This approach is reflected in innovations ranging from ingredients such as Amberever® Neo, whose high olfactive performance allows perfumers to use less quantity and reduce their overall footprint, to our eco-tools Imp'Act Card™, EcoIngredient Compass®, and EcoScent Compass®.

All LCA and sustainability data is digitally integrated into EcoScent Compass®, making sustainability insights instantly accessible throughout the perfumers' creative process, guiding informed decisions, from ingredient selection through final formulation.

The industry took notice in the year under review. In recognition of this work, EcoScent Compass® earned both the Beauty Matters Impact Award and the IFEAT Award in 2025, highlighting how data, innovation, and eco-design can combine to drive meaningful progress and deliver positive impact.

This progress is reinforced by our responsible sourcing commitment. Our Due Diligence framework, audited and recognized by the Fair Labor Association (FLA), keeps us on track with our 2030 roadmap. In 2025, we expanded and deepened our on-site due diligence across key P&B Naturals. We also broadened our portfolio of certifications, further strengthening transparency, collaboration, and supplier performance across the value chain.

Innovation

Powered by our science-based innovations in P&B, we make our customers' products more essential, desirable, and sustainable, positively influencing consumer preferences. Our innovations pave the way for our success, and 2025 was marked by milestones in neuroscience and malodor control.

In September, we launched emotiOn™ social connection – a first-of-its-kind fragrance innovation designed to boost social bravery and spark human connections. It blends emotional expertise, data intelligence, and behavioral science to create fragrances that help bring us closer to each other. emotiOn™ social connection has been developed as part of our emotiOn™ program, rooted in more than 30 years of neuroscientific research and co-developed with leading academic institutions.

In the area of malodor control, we leveraged cutting-edge science to develop Clearsense® for the effective neutralization of bad odors in everyday life. This innovation gives consumers an exceptional scent experience, with applications in home categories, deodorants, and oral care products. We also made advances in oral care masking technology with Truescreen™ zinc. This innovation unveils the true potential of flavors by effectively masking unwanted notes from zinc.

Partnerships

We take pride in bringing fragrance closer to consumers through collaborations with different organizations that share our passion and vision. In November, we collaborated with one of the most prestigious museums in Paris, the Petit Palais, for their exhibition on the works of Pekka Halonen (1865-1933), a major figure of the Finnish Golden Age. The exhibition featured more than 130 works and was designed as a true sensory experience. Our perfumer Daphné Bugey created bespoke fragrances and designed olfactory installations exclusively for this exhibition.

We also turned our focus to Grasse, the cradle of perfumery and the home of our creative atelier, Villa Botanica. We hosted partner events with The Colors, an ecosystem dedicated to multicultural cosmetics and perfumery, and the Value of Beauty Alliance (VOB), an organization of industry leaders that aims to spotlight the industry's positive impact on both society and the economy at the European level. For The Colors, as part of Grasse Perfume Week, it was an intimate workshop with perfumers and journalists, exchanging ideas and olfactive vision, featuring ingredients originating from Africa. For VOB, it was a video campaign highlighting our footprint and history in Grasse. The series gives insights into how experts collaborate with farmers and researchers to bring the fragrance industry's sustainable vision to life.

The Suavitel® Story: a journey to Amazing Blue

The story of Suavitel® is one of the most enduring narratives in the global household care sector. As a cornerstone brand within the portfolio of Colgate-Palmolive, a global leader in consumer products across the oral care, personal care, home care, and pet nutrition categories, Suavitel® has defined the fabric conditioner experience for generations.

The brand launched in Mexico in 1972 and has since become one of Latin America's most well-loved laundry care products. It is extremely familiar to consumers and is the benchmark for fabric conditioners. The "Mother's Love" identity sits at the very heart of its brand promise.

The evolution of this iconic brand is a testament to a commitment to people-centricity and a partnership behind fragrance that has spanned decades. While the brand maintains a leadership position with a constant drive to refine and elevate the olfactive experience, the landscape of consumer expectations is never static.

In an industry defined by shifting trends and increasing demands for performance, staying relevant requires an unwavering commitment to perceivable superiority.

Reimagining an icon

For Suavitel®, a moment of reinvention arrived through a period of intense reflection and competitive challenges. A dedicated core team recognized the need to go back to the source: the consumer. An ambitious project was launched with the goal of developing a fragrance system that would not just meet market standards but redefine them.

Rather than simply reacting to market shifts, the team sought to anticipate the emotional needs of modern families. This involved a rigorous process of creating prototypes and testing them against the high standards of the "Mother's Love" legacy. The goal was to create a brand and sensory experience that felt both reassuringly familiar and excitingly modern. Development was marked by an intense focus on how scent can act as a bridge between memory and current experience, ensuring that every capful of fabric conditioner delivered a sense of comfort and home.

The power of consumer insight

The breakthrough for what would become the "Amazing Blue" fragrance system was not found in a laboratory alone, but in the homes of the people who use the product every day. To truly understand the journey of the consumer, the team undertook a massive consumer research

initiative including in-home visits. By observing the laundry process in real time, from the initial wash through folding clothes after drying to the final act of wearing them, the team gained invaluable insights that data alone could not provide.

A global collaboration of talent

The successful revitalization of the Suavitel® fragrance was the result of a seamless partnership between global development teams. With unconditional collaboration and a disruptive mindset, team members worked hand-in-hand to elevate Suavitel® and enhance the fragrance experience.

The project relied on an extensive palette of ingredients and a deep understanding of scent psychology. By selecting specific elements that resonate on an emotional level, the team was able to boost the fresh, caring sensation that defines the brand. It was a victory for collaborative innovation, proving that when marketing, science, and creativity align, the results are decisive.

A new standard for freshness

When submitted for consumer testing, the results were clear: the new profile resonated deeply with the target audience. It managed to preserve the signature essence that consumers had loved for decades while introducing a level of performance and freshness that set a new category benchmark.

This success is confirmation that consumer understanding remains the strongest driver of success in the personal and home care industries. By placing the emotional bond between mother and child at the center of the process, the team did more than just create a pleasant scent; they reinforced a cultural icon. The Suavitel® brand continues to stand as a symbol of the enduring power of a great fragrance to create lasting connections in homes around the world.

> "I'm thrilled about how we placed consumers at the heart of this creation. Three passionate groups – our Product Development Team, our Fragrance Team, and dsm-firmenich – came together with a vision to elevate the fragrance experience."

Priscila Blanco
Fragrance Development, Home Care Colgate-Palmolive

Healthier and more delicious products that are better for People and Planet

Taste, Texture & Health (TTH) brings progress to life by tackling some of society's biggest challenges: providing nutritious, healthy, and sustainable food and beverages; accelerating diet transformation; and nourishing a growing world population while minimizing food loss and waste.

TTH consists of two divisions: Taste, which includes flavors, natural extracts, and taste modulation solutions for saltiness and sweetness, as well as solutions for restoring texture and mouthfeel; and Ingredients Solutions, which includes food enzymes, hydrocolloids, cultures, natural colorants, nutritional ingredients, and plant-based proteins. Our four growth platforms – plant-based, sugar reduction, pet food, and health benefits – deploy portfolios and application & creation capabilities across divisions.

By co-creating with our customers, we bring delicious, nutritious, and sustainable food and beverage solutions to market. These products are not only appealing to consumers: they are better for People and Planet than the ones they replace. Our passion for the science and emotion of food extends from discovery to application to the end-consumer experience. This includes drinks with little or no sugar; dairy products with consumer-preferred mouthfeel; succulent savory bites; and nutritious plant-based alternatives.

Highlights

- In 2025, TTH delivered 4% organic sales growth and a 20.6% Adjusted EBITDA margin
- We continued to invest in our regional presence by building and expanding facilities worldwide and implementing continuous improvement initiatives. These include the inauguration of our new TTH head office and R&D and application facilities in Delft (the Netherlands), as well as our pet-only premix facility in Tonganoxie (Kansas, USA)
- Sales synergies continued to gain momentum through cross-selling, concept-selling, and capability-sharing, resulting in a steadily growing pipeline in line with our ambitions. Think of concepts to help customers reduce sugar content in preparation for impending sugar taxes or the deployment of our taste and ingredient solutions to assist with the creation of plant-based barista milk
- We accelerated our transformation process by implementing our new regionally steered operating model, all while maintaining high levels of employee engagement.
- We invested in climate actions to meet our long-term science-based targets and demand for lower-carbon food and beverage solutions

OUR BUSINESSES > TASTE, TEXTURE & HEALTH > OUR MARKETS

Global player, local solutions

With a global presence in all major regions and a synergistic, on-trend portfolio predicated on taste, texture, and health, we support our customers in all food and beverage markets.

We do this across beverages, dairy, baked goods, confectionery, savory, and plant-based, as well as in pet food. We work with a variety of customers, such as global accounts, distributors, regional players, private labels, food services, and start-ups.

Key market trends

Although impacted by consumer concerns regarding inflation and the economic environment, the food and beverage market is expected to continue growing at a compound annual growth rate (CAGR) of 2.1%, with the highest growth occurring in emerging economies. This diverse market is built on local tastes and traditions, with global, regional, and local players. In 2025, it was shaped by the following key trends:

- Holistic health and well-being: Consumers are increasingly seeking products with reduced sugar, salt, and fat, along with greater protein content, nutritional value, and health benefits. Focus on cleaner labels is increasing, while the popularity of home cooking is growing in an attempt to offset rising prices
- The availability of raw materials: Fluctuations in the pricing and availability of raw materials are obliging manufacturers to reformulate and optimize their recipes
- Global shifts in volume growth: In the coming five years, two-thirds of volume growth is projected to come from India, the Middle East & Africa, Asia-Pacific, and Latin America
- Regulations: The current regulatory focus on food safety, health, and sustainability will only increase, the latter supported by growing consumer concerns about climate
- Rapid changes in food systems: Manufacturers need to adapt faster and more flexibly to structural changes to food systems through food innovation

With our two divisions and the synergy between them, we possess a unique ability to co-create taste, texture and health solutions with the optimal food and beverage matrix. For some of the highlights of our innovation activities in 2025, see Innovation in this section.

> "2025 was a strong year. We continued to grow our divisions, are on track to meet our synergy targets, and are now focusing on shaping an even more customer-centric business. I'm honored to be leading the best team I could have asked for."

Maurizio Clementi
Business Unit President, Taste, Texture & Health

Performance

Taste, Texture & Health delivered organic sales growth of 4%, supported by sales synergies, against a high prior-year comparable of 10% and more cautious customer demand in the second half of the year.

Local and regional customers generated stronger growth compared to global customers. China and India drove growth over the full year. Europe performed well, although softening in the second half. North America, APAC, and Latin America remained comparatively weaker. By segment, Beverages was soft, while Dairy including Cheese performed well, along with Bakery and Pet Food.

Adjusted EBITDA improved by 7% when excluding an adverse 3% foreign exchange effect, driven by good organic sales growth and favorable mix effects. The Adjusted EBITDA margin of 20.6% continued to improve.

Key performance figures

x € million	2025	2024[1]
Sales	3,146	3,109
Organic sales growth (in %)	4	10
Adjusted EBITDA	648	626
Adjusted EBITDA margin (in %)	20.6	20.1

[1] Restated for comparison purposes

OUR BUSINESSES > TASTE, TEXTURE & HEALTH > THE YEAR IN REVIEW

Leading a new era in taste, texture, and health

In 2025, we worked closely with customers to positively impact the daily lives of consumers around the world.

Leadership change

In September, we announced a change in leadership, effective January 1, 2026. After 34 years at the company, Patrick Niels retired and was succeeded by Maurizio Clementi. Maurizio has played a pivotal role in our performance since the 2023 merger, having successfully led TTH's Taste division.

Investments

Key investment activities in 2025 included:

- Opening our new Savory Taste Hub in Wageningen (Netherlands)
- Opening our Princeton Baking Innovation Center (New Jersey, USA) in March
- Taking another important step toward integrating texturizing solutions into our offering, increasing our ownership of the Andre Pectin business in Yantai (Shandong province, China) — one of the world's largest pectin plants — from 75% to 90.5%
- Breaking ground on a new facility for developing flavors and functional blends adjacent to our current Parma (Italy) site
- Commencing construction of a new plant in Vadodara (Gujarat, India) producing savory, sweet liquid and powder flavors
- Inaugurating the expanded seasoning plant in Thuravoor (Kerala, India)
- Inaugurating the Van Marken Food Innovation Center at the Biotech Campus in Delft (Netherlands)
- Opening our premix facility in Tonganoxie (Kansas, USA), which with our European site in Haag (Austria) forms a dual-site network dedicated exclusively to pet food
- Announcing enhancements at our Enzyme site in Seclin (France) and developments at Yixing (Jiangsu province, China)
- Making progress in Karawang (Indonesia), where we are increasing capacity and investing in the latest technologies to meet the growing demand for flavors in Asia

Merger synergies

We made significant progress toward achieving €300 million in synergy sales through cross-selling, concept selling, and joint capability-sharing. Our teams created new joint concepts and launched several new products across multiple platforms. For example:

- We helped a renowned Indonesian beverage brand reduce their product's sugar content to meet their own nutritional standards and prepare for an impending sugar tax
- To help our customers respond to growing consumer demand for non- or low-alcoholic beverages, we introduced new no- and low-alcohol beer solutions to the market
- Our broad range of taste and ingredient solutions helped plant-based barista milk producers create their desired formula

Fine-tuning our organization

In January, we introduced integrated regional steering. Led by newly appointed TTH regional heads, this initiative helps implement our division strategies in each region, making use of our combined capabilities and workforce. Following the announcement of the planned separation of the Animal Nutrition & Health business, we welcomed colleagues from Bovaer®. In 2025, we also finalized the integration of First Choice Ingredients. Acquired in 2021, First Choice Ingredients is a leading supplier of cheese and dairy flavor solutions.

Growing our talent

We are pleased that 80% of TTH employees reported high engagement via our Employee Engagement Survey. This reflects our continued investment in talent, including through the TTH Academy, and our dedication to maintaining open and informal dialogue with employees. Our target is now to prioritize our own employees for each career opportunity.

We are on track to fill 75% of positions with internal applicants, and in 2025, key appointments were taken up by Karel Stoscheck (Head of Taste), Rishabh Pande (Head of Pet Food), Karl Witton (Head of TTH North America), and Sanjay Jain (Head of Bovaer®).

Production

We saw increased demand in 2025, thanks to our portfolio of food and beverage solutions, strong customer interest in synergies, and new concepts. We improved our production facilities, trained our workforce, and made targeted investments, resulting in production records at most sites, while also improving our safety and quality performance. Our award-winning digital and automation strategy enabled efficiency and productivity gains focused on waste reduction, our commitment to quality strengthened key indicators in sensory properties and food safety, and we improved the end-to-end quality assurance of raw materials in collaboration with our suppliers. On June 10, our Zhangjiagang site (Jiangsu province, China) reached an extraordinary safety milestone. It achieved 3,000 consecutive days without a single recordable incident, representing over eight years of unwavering dedication to safety.

Staying ahead of trends

Our global Foresight & Design team helps our customers to stay at the forefront of sensory trends. In 2021, we formed an exclusive alliance with Pantone, the authority on color, becoming their official flavor and fragrance partner. Complimenting Pantone's Color of the Year for 2025, we announced our Flavor of the Year, 'Frosted Star Anise', capturing a global desire for the combination of warmth and freshness.

OUR BUSINESSES > TASTE, TEXTURE & HEALTH > SUSTAINABILITY, INNOVATION, AND PARTNERSHIPS

Sustainability, innovation, and partnerships

Sustainability

At TTH, we help customers transform diets to be better for People and Planet by delivering solutions that reduce environmental footprints, enable delicious and healthier choices, and strengthen traceability and responsible sourcing. In 2025, we continued to prioritize climate action to advance our company's Science Based Targets (SBTi) and respond to growing customer demand for lower-carbon food and beverage solutions. Progress is driven through improvements in operations, strengthened responsible sourcing practices, and innovation across our portfolio.

Investments in our manufacturing footprint, including transitions toward renewable fuel and heat at our hydrocolloids site in Yantai, support ongoing reductions in greenhouse gas emissions. Product innovations such as CocoaCraze™ deliver the full cocoa taste experience with significantly lower cocoa content, helping customers reduce environmental impacts and manage exposure to volatile cocoa supply chains while maintaining sensory quality.

We also reinforced transparency through environmental impact assessments across our portfolio. Life Cycle Assessment (LCA) is applied across TTH to assess the impact of our portfolio. This includes expanded use of EcoFood Compass®, our proprietary tool for measuring environmental and social impacts, and detailed LCA insights for plant-based protein solutions such as Vestkorn, enabling customers to quantify impacts and make more informed formulation choices. Responsible sourcing remains a central pillar of our sustainability strategy. We further strengthened our 2030 due diligence roadmap to support responsible supply chains and the long-term viability of priority value chains.

Our progress and partnerships were also recognized externally. In 2025, we received the THIS™ Supplier Award for Sustainability Star of the Year, recognizing innovative logistics solutions delivering measurable carbon-reduction impact. In parallel, customer-specific decarbonization roadmaps, developed in close collaboration, continue to be valued by customers as an important element of our offering, supporting them in reducing the environmental impact of their portfolios and progressing toward shared sustainability objectives.

Innovation

The development of new food and beverage solutions is increasingly dependent on the effective use of advanced digital technologies. As we respond to this transformational trend, we have worked on a number of innovations. For example, we have digitized our recipe management and formulation processes to augment our creators in helping our customers innovate faster, reduce their time-to-market, and improve compliance and responsiveness to market trends.

Our studies show that taste remains the main factor influencing consumers' decisions to purchase food and beverages. By understanding exactly how molecules interact with taste and smell receptors, our scientists can now better identify ingredients, including those derived from natural resources, which can enhance, modify, or even block certain signals.

We are learning to fine-tune how taste is perceived, discovering new ways to make healthier foods taste amazing. A good example of a sustainable innovation is the launch of our award-winning Maxiren® EVO, a next-generation cheese coagulant that helps cheesemakers improve the sustainability of their processes while meeting consumer expectations regarding consistent taste and texture.

Partnerships

In 2025, we continued to make great progress with our partners. One notable development saw us signing a Memorandum of Strategic Cooperation with the Yantai China Pet Foods Group, combining our strengths in science and technology to expand our business in China and drive growth. By combining our expertise in nutrition with Yantai's extensive production capabilities and well-known brands, the partnership aims to drive science-based innovation, share successful practices, and expand market reach.

Another research partnership was with two world-renowned research institutions, APC Microbiome Ireland and INRAE. Together, we discovered how bacteria used in cheese and yogurt production defend themselves against bacteriophages - viruses that infect, and reproduce themselves within, bacteria. Phages, as they are known colloquially, can disrupt fermentation, resulting in costly production issues. This discovery paves the way for the development of more resilient cultures to help producers consistently deliver high-quality dairy products.

Joint ventures

EverSweet® stevia sweetener, an innovative product from our joint venture Avansya, received approval in the EU and UK in 2025, making advanced zero-calorie sweetness with a rounded flavor profile available to even more consumers. Created through advanced fermentation methods, the carbon footprint of EverSweet® is 49% lower than the equivalent amount of Stevia Reb A, offering the same sweetness.

High protein, low sugar: seriously good taste

Today's consumers expect dairy products to deliver on all counts, combining health benefits with superior sensory experience. Checking those boxes is a major innovation and formulation challenge. In 2025, however, thanks to synergies across TTH, we have helped our customers innovate in this key strategic category.

A world of healthy opportunities

Dairy products have enduring popularity, with market insights consistently highlighting the importance of holistic health among dairy consumers: 54% of global consumers, for instance, look for healthy ingredients in the dairy products they buy.

In practice, this means choosing dairy with clear health advantages, such as high protein, reduced sugar, or added nutrients. Market forecasts confirm this trend, predicting high-protein and low-sugar ranges to grow between 6% and 7% annually up to 2035.

While consumers' appetite for healthy products is undeniable, it's also clear they will not compromise on taste: 72% said that taste is the most important factor in their choice of food and drink.

As manufacturers look to balance these overlapping priorities, they also face competition that intensifies the need for product differentiation. At the same time, producers must comply with evolving regulatory requirements: these include taxes on sugar-sweetened beverages in more than 100 countries, with discussions underway to extend these policies to sugary dairy drinks, as well as growing demands for clean-labelling and natural ingredients.

For producers who can address these interlocking challenges at speed, significant commercial rewards await. Yogurt production today is an intricate science, with complex ingredients and process interactions impacting the taste and texture profile. Increasing protein levels and reducing sugar in yogurt formulations can be particularly challenging, as this can have a significant effect on sensory properties. At dsm-firmenich, we have the capabilities to solve this formulation puzzle.

Innovating in the overlap

Our scientific knowledge and application expertise allow us to work across the dairy value chain, with a clear understanding of how milk composition, ingredients, and processing steps interact to shape the final quality of yogurt.

In 2025, for example, we continued enhancing the combination range of ingredients that impact taste, quality, and sustainability of sweetness and texture in high-protein yogurt.

These include our Maxilact® enzymes, which reduce sugar levels by up to 20%; Delvo®ONE bioprotective cultures, which, as well as delivering optimal taste and texture, extend shelf life and accelerate progress on sustainable food systems; and our TASTEGEM® technology for amplifying natural sweetness – all delivered alongside our advanced peptide formulations containing all 20 amino acids in an easily absorbable format. Uniting the art of taste with the science of health and texture, our teams found new ways to address consumers' overlapping health and sensory expectations.

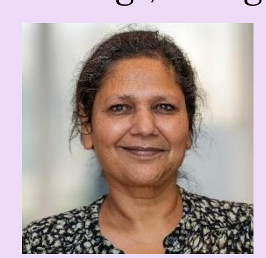
The fruits of collaboration

Much of this progress has been made possible by the continued integration of taste and ingredients capabilities across TTH. These ongoing synergies ensure that we can support the fresh dairy industry more deeply than any other industry player, strengthening our position as a reliable, end-to-end partner.

Central to our customer partnerships are our talented, passionate people, who deliver the full spectrum of technical and business expertise. This includes bespoke advice on optimizing recipes and production processes to ensure that producers realize their sugar and protein goals while also maximizing taste and texture.

Our expertise and ability to solve the most complex challenges goes far beyond yogurt production: across all dairy applications. Our know-how makes us the co-creation and application partner to deliver dairy quality without compromise. As consumers continue to seek dairy that supports their health and delights their taste buds, TTH is in a strong position to help our customers thrive.

> “As yogurt producers face changing consumer demands, they need a partner who can address overlapping priorities. 2025 saw our teams embrace that challenge, uniting health and delight for dairy brands worldwide.”



Sarita Bairoliya
Senior Director, Fresh Dairy and Alternatives TTH

Elevating health at every life stage

Health, Nutrition & Care (HNC) helps people improve their health by supplementing their diet with critical nutrients. Working across segments such as Early Life Nutrition, Dietary Supplements, Pharma, Medical Nutrition, Biomedical materials, and Nutrition Improvement, we help to optimize immunity, accelerate recovery, and enhance quality of life.

At HNC, we recognize that creating a healthier world requires more than high-quality ingredients. That is why we aim to elevate global patient and consumer health at every stage of life. This commitment drives us to support our customers throughout the entire product development journey, serving as a true end-to-end partner. Our innovative product portfolio, coupled with customized solution offerings and expert service, provides unparalleled support from concept to consumer. These integrated capabilities ensure the right products, backed by the right expertise, giving our customers the strongest opportunity for success.

As we expand beyond ingredients, we are delivering evidence-based nutritional solutions enhanced by cutting-edge sensory science to help our customers develop products that resonate more deeply with consumers. Think of healthy longevity solutions that extend health span alongside lifespan. Or staying ahead of the competition and closer to consumers with science-backed, great-tasting solutions for gut health, maternal health, and pharmaceutical applications, all designed to perform while advancing sustainability for People and Planet with measurable impact. This is how we continue to evolve: by providing more effective solutions that meet the ever-changing needs of patients and consumers worldwide.

Highlights

- In 2025, HNC delivered 3% organic sales growth and an 19.4% Adjusted EBITDA margin
- We grew our HMO portfolio and drove synergistic symbiotic solutions for Early Life Nutrition with new regulatory approvals in key global markets
- We accelerated the strategic transformation of our algal-based Omega-3 portfolio, helping customers shift to our highly sustainable algal *life's®OMEGA*
- We expanded our leadership in health from the gut with new launches in prebiotics, probiotics, and postbiotics
- We strengthened our leadership in nutrition with several industry approvals and strategic launches, addressing key global consumer trends and needs with innovative solutions
- We made significant progress in Biomedical strategy, innovation, and global expansion
- i-Health drove growth in key accounts and brands, addressing frequently overlooked health issues, and took steps to strengthen its market position in 2026

OUR BUSINESSES > HEALTH, NUTRITION & CARE > OUR MARKETS

A diverse range of solutions for a diverse range of markets

HNC offers solutions for a range of markets, drawing on an exceptional portfolio comprising high-quality vitamins, nutritional lipids, minerals, carotenoids, botanical nutraceuticals, digestive enzymes, postbiotics, probiotics, and prebiotics, as well as human milk oligosaccharides (HMOs), active pharmaceutical ingredients (APIs), and a range of biomedical solutions.

We address wellness and nutritional needs with our direct-to-consumer i-Health business and also serve the nutrition improvement sector, providing accessible and affordable nutrition fortification solutions for some of the world's most vulnerable populations.

Key market trends

- Healthy longevity: People increasingly seek healthy aging not just to live longer, but to live better — aiming to extend health span alongside lifespan
- Preventative self-care: Advances in science and diagnostic medicine, as well as in monitoring devices, have boosted awareness of proactive health, early intervention, and self-care, including gut health, mental health, immunity, and overall well-being
- Sustainable and evidence-based solutions: The rise of self-education and demand for science-backed solutions is fueling transparency and democratization in supplements
- Disruptive new players: Upstart brands, particularly in dietary supplements, are reshaping the market and growing rapidly

For some of the highlights of our innovation activities in 2025, see Innovation in this section.

Performance

Health, Nutrition & Care continued its recovery, delivering 3% organic sales growth, driven by Early Life Nutrition and Dietary Supplements. i-Health was soft owing to more cautious consumer sentiment in North America.

APAC and China were strong and EMEA and Latin America performed well, whereas North America was soft.

Adjusted EBITDA was up 14% when adjusted for an adverse 6% currency effect. The Adjusted EBITDA margin delivered a 160bps step-up to 19.4%, driven by good organic growth.

Key performance figures

x € million	2025	2024[1]
Sales	2,102	2,117
Organic sales growth (in %)	3	–
Adjusted EBITDA	407	377
Adjusted EBITDA margin (in %)	19.4	17.8

[1] Restated for comparison purposes

> “In 2025, HNC delivered growth, advanced priority innovations, secured key regulatory approvals in strategic markets, and strengthened its platform to accelerate execution and value creation in preventative health and nutrition solutions.”

Alessandre Keller
Business Unit President
Health, Nutrition & Care

OUR BUSINESSES > HEALTH, NUTRITION & CARE > THE YEAR IN REVIEW

Accelerating progress through portfolio innovation and market expansion

Expanding our HMO portfolio and reach

We achieved a significant milestone with the regulatory approval of our GLYCARE® Human Milk Oligosaccharides (HMO) portfolio in China, becoming the first company to obtain approval for 2'-Fucosyllactose (2'-FL) and Lacto-N-neotetraose *(LNnT)*. This achievement strengthens our leadership in the global HMO market and represents a crucial step in shaping the future of infant nutrition in China. By expanding access to our science-based solutions, we are helping more babies benefit from the proven advantages of HMOs, supporting healthier growth and development.

Building on our global regulatory progress, we secured a major milestone with the approval of our GLYCARE® 2'-FL as a functional ingredient for early life nutrition in India, marking our first HMO approval in this important market. Granted by the Food Safety and Standards Authority of India, this approval allows the use of 2'-FL in infant formula for babies up to six months old, helping bring formulations closer to the composition of human milk, giving the best start in life to all infants.

Leading the algal shift

We continued to grow our *life's®OMEGA* business, HNC's advanced microalgal omega-3, which maximizes natural potency and exceptional quality without impacting marine ecosystems. In 2025, we launched several new products tailored to individual customer requirements, driving the shift from fish oil to our proprietary algal alternative. A leading US retailer's new dietary supplement launch featuring *life's®OMEGA* is making it more accessible to consumers in the world's largest dietary supplements market. This ongoing effort has driven consistent growth over the years, with solid double digits in 2025.

Additionally, the latest DO-HEALTH findings establish *life's®OMEGA* in combination with Quali®-D as validated anti-aging interventions rather than just general wellness supplements. The research validates HNC's Age Slower concept, which combines *life's®OMEGA* with Quali®-D for clinically proven healthy longevity benefits.

Improving health from the gut

We are helping customers meet growing consumer demand for gut health solutions with our Humiome® portfolio, supporting health from the gut with a range of powerful concepts based on prebiotics, probiotics, and postbiotics. The pipeline increased significantly in 2025, with interest across all regions, and a major health supplements provider in China launched a multi-ingredient product containing Humiome® Post LB – a major win in the biotics category for dsm-firmenich.

Our go-to-market transformation

Sustaining market leadership across HNC segments requires more than superior solutions: it demands a modern, agile, and integrated go-to-market model grounded in solution selling - leveraging our hero ingredients toolbox, creation, and application capabilities and customer proximity. To advance this transformation, we are strengthening team capabilities, modernizing processes, and enhancing our digital tools. We did so in 2025 by:

- Rolling out enterprise-wide solution-selling training to ensure a consistent, scalable approach
- Refining roles and responsibilities across commercial functions to improve efficiency and alignment
- Reallocating resources to prioritize growth areas to focus investment where it has the greatest impact
- Investing in AI-enabled digital tools to enhance insights, solution development, and performance management

Driving progress across our segments

Within our Dietary Supplements business, we achieved the second EU Commission approval of ampli-D®. This efficient vitamin D form is now authorized for marketing and distribution across all EU member states, unlocking exciting growth and innovation opportunities within the food supplement market. Meanwhile, we drove our healthy longevity platform, focused on increasing health expectancy by targeting aging at a cellular level to increase years spent in good health.

In Pharma Solutions, we launched a novel portfolio of taste modulation and flavor solutions specifically designed for use in pharmaceutical formulations, including infants. Leveraging our HNC Taste and Regulatory expertise, we carefully curated this portfolio for drug developers to improve palatability and accelerate the route to market. Each product includes comprehensive quality and regulatory documentation to facilitate the complex drug approval process. In March, we launched Verilege™, a suite of expert services and superior customer care. Verilege™ is designed to help customers achieve and uphold regulatory and quality compliance, progress toward sustainability goals, and de-risk the supply chain geographically.

Medical nutrition products help people maintain health and quality of life; but formats like oral nutritional supplements often face adherence challenges that may reduce their impact. In 2025, we introduced Mix-in protein granules powered by Sprinkle-it Technology™ (SIT™), a novel format providing high-density protein in a flexible, compact format with a neutral taste. This new solution addresses limitations of traditional powder formats and helps increase protein intake and enhance dietary compliance, with the aim of optimizing health outcomes.

In Nutrition Improvement, we develop solutions to combat micronutrient deficiencies. One of our key initiatives for 2025 was in Nigeria. Through Partners for Promoting Rice

Fortification in Nigeria (P4P), we are part of a multi-stakeholder effort to scale rice fortification nationwide. This includes providing industry insights, strengthening local production of fortified rice kernels, and providing technical assistance to millers to ensure quality and sustainability.

Transforming Biomedical for the future

2025 was a transformative year for Biomedical, marked by clear priorities, strengthened execution discipline, and meaningful progress across strategy, innovation, and global expansion.

We focused on stabilizing our operations—reinforcing leadership continuity, tightening quality and compliance, and embedding updated systems and processes. This operational foundation strengthens our ability to deliver consistent, reliable results.

We launched four empowered business segments, enabling greater accountability, faster decision-making, and sharper alignment with customer needs on a global basis.

Innovation accelerated with next-generation Ulteeva Purity™ developments, including expanded fiber color options and the launch of Ulteeva Purity™ Membrane—a PFAS-free UHMWPE alternative for implantable vascular applications, catheter liners, and medical filters. These efforts directly supported our ambition to bring differentiated, high-value solutions to market more rapidly.

We strengthened our global leadership in natural materials with first customer launches in India and Korea for regenerative medicine applications. Our new customer experience center in China, equipped with advanced digital capabilities, enhanced engagement and presence across China and Asia. In parallel, long-term commercial partnerships in our business segments supported the global growth of Biomedical's differentiated products, technologies and services, reinforcing supply security and future scalability for our partners.

Investments in manufacturing

HNC manufacturing sites undertook investments to assure asset reliability and license to operate, with special focus on our site in Dalry (Scotland).

Our Premix organization continued to drive its global initiative to harmonize Quality Control processes by introducing a modern, validated Laboratory Information Management System (LIMS) platform to ensure business continuity and enable digital transformation in Quality Control and Quality Assurance. Additionally, by means of a large capital investment initiative at our facility in Schenectady (New York, USA), we are enhancing operational performance and site capacity through infrastructure upgrades and process & systems optimizations.

Our Biomedical division is making substantial investments to enhance manufacturing capacity, supporting the growth of its diverse business portfolio, including the development of a state-of-the-art facility in Wayne (Pennsylvania, USA).

i-Health positions for the future

i-Health had a softer performance in 2025. Nevertheless, *Culturelle®, AZO®,* and Estroven® remain the brands with the highest market penetration. The Amazon business continued to grow across brands, and AZO® delivered gains nationally, supported by new creative direction, media, and innovation, including new menopause solutions for a range of symptoms and expansion of the D-Mannose urinary health ingredient in a new hydrating drink mix format. In our global markets, Culturelle® delivered profitable growth in Canada, South Korea, Brazil, and Turkey, driven by the recommendations of healthcare professionals.

Entering 2026 under new leadership, the business is sharply focused on growing our core brands, maintaining consistent full-funnel investment, and leveraging its exciting innovation capabilities across a portfolio that combines unique science-backed formulations with delicious and fun format experiences including mini chews, gummies, fast melts, and hydration drink mixes.

Strengthening talent and engagement

We made improvements in nearly every area this year in the Employee Engagement Survey (EES). A strong 78% of HNC respondents reported feeling highly engaged, a +3-percentage point (p.p.) increase over last year. Other HNC EES advances included the important areas of trust (+6 p.p.), information (+5 p.p.), and inclusion (+7 p.p.). This reflects our efforts and investment in employee talent and development, as well as the impact of our ongoing dialogue and information sessions.

In addition to announcing Alessandre Keller as our new Business Unit President, we also strengthened our leadership through several strategic appointments, including those of Rekha Rao (Head of i-Health), Andrey Khabakhpashev (Head of North America), and Lisanne Verhagen (SVP, HR).

OUR BUSINESSES > HEALTH, NUTRITION & CARE > SUSTAINABILITY, INNOVATION, AND PARTNERSHIPS

Sustainability, innovation, and partnerships

Sustainability

Sustainability is at the core of HNC's growth strategy, serving our purpose, *Together elevating health*. In 2025, we deepened partnerships across the value chain to accelerate progress on Scope 3 and broader impact areas. We collaborate closely with our suppliers to drive key sustainability levers, such as transitioning to renewable energy and implementing sustainable agricultural practices.

Our core ingredients portfolio is supported by the Sustainability Imp'Act Card™, a tool that provides transparent, science-based metrics on the environmental footprint of our products at ingredient level. It also includes data on traceability, certifications, and social impact, enabling customers to steer their portfolios toward sustainable outcomes. Formally integrating sustainability into letters of intent and agreements reinforces the role of sustainability as a business driver, while joint carbon reduction journeys — such as Product Carbon Footprint analysis — deliver measurable results.

Highlights this year include industry-recognized initiatives in decarbonization. A flagship example, featured in WBCSD Business Action Bank, showcases our low-carbon vitamin C solution with a verified 49% lower footprint versus mainstream alternatives, achieved through renewable energy and process optimization, and measured through life cycle assessment. This earned us Bayer's 2025 Procurement Supplier Decarbonization Excellence Award, celebrating transformative practices at our Dalry (UK) site and our role in "setting benchmarks in the industry." This is described in further detail in our story.

We are also addressing evolving stakeholder expectations on sustainability topics such as waste management and circularity, with our Dalry site revalorizing most of the process waste into fertilizers or for land restoration. Internally, regional sustainability trainings strengthened frontline capabilities, embedding a culture of accountability, innovation, and measurable impact. And our GMP Food laboratory in Kaiseraugst (Switzerland) has achieved the My Green Lab Platinum certification, the highest global standard for sustainable laboratory practices, reinforcing our leadership in environmental responsibility and innovation.

Innovation

We advanced our leadership in strategic health innovation areas linked to key consumer trends and needs. We expanded our health from the gut solutions with multiple new Humiome® concepts comprising prebiotics, probiotics, and postbiotics. In 2025, we continued to accelerate the strategic shift from fish oil to our proprietary, sustainable algal-based omega-3s through the continued growth of the *life's®OMEGA* portfolio. We also obtained new regulatory approvals, notably in China, for our GLYCARE® HMO portfolio.

Key product launches in 2025 included:

- *life's®OMEGA* O2722: in China: our single-source algal omega-3 has the same EPA-to-DHA ratio naturally found in standard fish oil, but with twice the potency. It was launched after meeting stringent Chinese regulations (see Leading the algal shift above in this chapter)
- Humiome® post LB: The world's most clinically proven postbiotic was launched in an allergen-free form, allowing its incorporation in tending formats like gummies
- Our pharma taste portfolio: With 14 distinct flavor tonalities and optimized formulas to limit number of ingredients, this portfolio is designed to streamline the regulatory approval process and overcome flavor challenges from infants to adults

Biomedical certified the entire Ulteeva Purity™ portfolio as bio-based and introduced new vibrant colors to provide contrast to white high-strength orthopedic sutures that simplify complex arthroscopic procedures.

Partnerships

HNC is committed to addressing major global challenges in human health and nutrition, recognizing that meaningful progress requires strong partnerships built on a shared mission. Through continuing collaborations with organizations such as the Gates Foundation and the World Food Programme, we are helping to combat hunger and malnutrition among the world's most vulnerable populations, including children and pregnant women.

In 2025, these efforts contributed to expanding access to essential micronutrients for millions of people through cost-effective, large-scale food fortification. By incorporating high-quality, affordable nutrients into widely consumed staple foods, we are helping to tackle malnutrition at its root and driving measurable improvements in health outcomes worldwide. See Sustainability performance and Sustainability Statements for more information.

Transforming industries through sustainable vitamin C differentiation

In November 2025, HNC was selected from 20 external nominees as the winner of Bayer's 2025 Procurement Supplier Decarbonization Excellence Award for our low-carbon vitamin C production at our manufacturing site in Dalry (Scotland).

The award recognizes dsm-firmenich as a supplier setting industry benchmarks by delivering measurable carbon reductions while meeting the highest standards of quality, reliability, and regulatory compliance. The World Business Council for Sustainable Excellence (WBCSD) acted as a key member of the jury, and this recognition led to the publication of a case study in the WBCSD Action Bank. Bayer is one of HNC's most important global key accounts, and this recognition is a powerful example of how our sustainability leadership serves as a key differentiator, creating clear impact, driving business value, and strengthening our customer partnerships.

A priority for Net Zero 2045

The production of vitamin C, a critical health ingredient, is concentrated in coal-powered facilities in China. It is consequently one of the most carbon-intensive ingredients in the nutrition sector. This dependency contributes significantly to global Scope 3 emissions for downstream consumer health and pharmaceutical producers.

More than 85% of global vitamin C volumes are sold into human nutrition, where leading companies such as Bayer are increasingly prioritizing sustainability while continuing to demand the highest levels of quality and regulatory assurances. Recognizing this need as the only vitamin C producer in the Western world, with all other global capacity based in China, HNC designated vitamin C as a priority under our Net Zero 2045 roadmap.

A holistic approach to sustainability

Our Dalry facility in Scotland has 70 years of vitamin C manufacturing experience, an excellent record of long-term regulatory compliance, and secure, traceable, resilient, and end-to-end supply chains. In 2025, we leveraged these unique strategic advantages to pilot a new low-carbon production model at the site.

The initiative involved a holistic approach to sustainability, integrating energy, materials, and waste management into core operations. It achieved the same high-purity, pharmaceutical-grade vitamin C with a substantially lower carbon footprint and improved supply chain resilience, supporting Bayer's ambitious decarbonization goals.

Pioneering industry transformation

The Dalry vitamin C initiative is a pioneering industry transformation made possible by a combination of targeted investment, the adoption of clean energy, and wide-ranging process innovation. Our approach integrates multiple decarbonization levers:

- Highly efficient energy generation through a cogeneration plant utilizing 100% purchased renewable electricity, with an additional energy-greening project planned to further reduce Scope 1 emissions
- More than 90% waste reutilization, minimizing landfill
- The use of sustainable raw materials, including GMO-free wheat sourced from Germany and pure Scottish water

Confirmation via LCA

A third-party verified Life Cycle Assessment (LCA) confirms that Dalry's vitamin C achieved a 49% lower carbon footprint compared with mainstream alternatives, without compromising pharmaceutical-grade quality or regulatory compliance. This performance data is transparently communicated through HNC's Sustainability Imp'Act Card™, designed to support informed purchasing decisions and strengthen long-term customer relationships.

The power of partnership

Our decarbonization efforts at Dalry demonstrate the power of partnership to create a healthier and more sustainable future, especially in partnership with companies like Bayer, which are helping to lead the way.

Bayer benefits from a significant reduction in Scope 3 emissions through the adoption of low-carbon, pharmaceutical-grade vitamin C, while strengthening market differentiation and securing a reliable supply of consistently high-quality vitamin C that meets the most stringent pharmaceutical standards.

> "Through their innovative low-carbon vitamin C, produced via a process that combines clean energy and process innovation, dsm-firmenich is empowering Bayer to lead industry transformation and tackle the challenges of carbon-intensive production."

Malik Akhtar
Chief Procurement Officer, Bayer Consumer Health

OUR BUSINESSES > ANIMAL NUTRITION & HEALTH

Divestment of Animal Nutrition & Health

Our Animal Nutrition & Health (ANH) Business Unit is a global innovation leader. It helps customers deliver healthy animal protein efficiently and sustainably while harnessing the power of data to make animal farming practices more sustainable, productive, and transparent.

In February 2024, we announced our intention to separate this business from the company, having concluded that its full potential could best be realized under a different ownership structure. In line with our new strategy, we repositioned the company, with its remaining three Business Units – Perfumery & Beauty, Taste, Texture & Health, and Health, Nutrition & Care – to focus exclusively on nutrition, health, and beauty.

ANH is a global provider of science-based animal nutrition and health solutions. The business offers products ranging from vitamins and premixes to feed additives that improve animal health, performance, feed efficiency, and sustainability across livestock production. Its solutions help producers deliver high-quality animal protein while reducing environmental impact.

The total ANH business represented approximately €3.5 billion of dsm-firmenich's annual net sales and around €0.5 billion of the company's total Adjusted EBITDA in 2025.

The divestment

Following the announcement, the divestment of our world-leading Animal Nutrition & Health business occurred in two stages.

- In the first stage, completed on June 2, 2025, we sold our 50% stake in the Feed Enzymes Alliance to our partner Novonesis, a global leader in biosolutions, for €1.5 billion, receiving approximately €1.4 billion net in cash, after transaction costs
- In the second stage, announced on February 9, 2026, we agreed to sell our remaining ANH business to CVC Capital Partners for an enterprise value of about €2.2 billion. This includes an earnout of up to €500 million.

For ANH, this marks the beginning of a new chapter.

ANH will be split into two new standalone companies, both based in Kaiseraugst, Switzerland: the "Solutions Company," including Performance Solutions, Premix, and Precision Services, and the "Essential Products Company," including Vitamins, Carotenoids and Aroma Ingredients (jointly referred to as the "ANH Companies").

These companies will continue to work closely together, especially with regard to the vitamin supply in the animal nutrition and health value chain.

dsm-firmenich will retain a 20% equity stake in each of the divested ANH Companies, in partnership with CVC, who will own the remaining 80%.

dsm-firmenich will also enter into a long-term vitamins supply agreement with the Essential Products Company to ensure continuity and supply security for human and pet food applications.

The transaction is expected to be completed at the end of 2026 and is subject to conditions including regulatory approvals, the finalization of all required employee consultation processes, and the creation and separation of a standalone Essential Products Company and standalone Solutions Company by dsm-firmenich.

We transferred our Bovaer® business to our Taste, Texture & Health Business Unit. Our Veramaris® business, the 50/50 joint-venture for algae-based Omega-3, is transferred into our Health, Nutrition & Care Business Unit.

OUR BUSINESSES > CORPORATE ACTIVITIES

Corporate activities

Any consolidated activities within our continuing operations that are outside the four Business Units are reported as corporate activities.

Corporate activities include various holding companies and corporate overheads. The most significant cost elements are corporate departments and the share-based compensation for the company.

Insurances

We retain a limited part of our material damage, business interruption, (product) liability, and other risks via a captive insurance company. In 2025, the total retained damages were €29 million (2024: €29 million).

Corporate research

We invest in a number of disruptive technology platforms, managed by our senior science fellows, through which we aim to create greater differentiation in the long term.

These investments underpin early-stage innovation projects co-funded with the relevant business. They follow the principles of co-leadership, milestone-based funding, and assumption-based working, to provide market-ready scientific breakthroughs in the future.

Our performance

x € million	2025	2024
Sales	26	52
Adjusted EBITDA	(98)	(94)

Our Performance

OUR PERFORMANCE > FINANCIAL PERFORMANCE

Financial performance

2025 at a glance

Continuing operations compared to 2024:

- Good financial performance, with strong contribution from synergies
- 3% organic sales growth
- Adjusted EBITDA up 5% versus 2024, when adjusted for a 4% negative currency effect
- Good step up in Adjusted EBITDA margin to 19.6% in 2025
- Adjusted Gross Operating Free Cash Flow €950 million, a 10.5% sales to cash conversion (with a strong performance in second half 2025)
- €3.31 Core adjusted EPS from continuing operations
- €1 billion share repurchase program completed in 2025 and new €500 million program to be launched in Q1 2026
- Proposal to maintain stable dividend of €2.50 per share, adopting stable to preferably rising dividend policy

Well positioned for growth

From a business perspective, we made good progress in improving the performance of our three continuing business operations in 2025.

Our innovative solutions play a critical role in essential, everyday consumer products, demonstrating the strength and resilience of our portfolio, particularly against the more challenging macroeconomic backdrop in the second half of the year. We are well positioned for 2026, supported by innovation-driven growth, continued delivery of sales synergies, continued focus on cash generation, and capital discipline.

> “Despite a more challenging macroeconomic backdrop in the second half of 2025, we delivered a good performance. We stayed disciplined in our working capital management and operational efficiency, while remaining focused on our strategic priorities. With our strong fundamentals, science -led capabilities, we are well positioned to drive sustainable growth and create long-term value for all stakeholders.”

Ralf Schmeitz
Chief Financial Officer

Executing our strategy

The company is on track to achieve its mid-term ambitions, including synergy delivery, disciplined capital allocation, and strong cost, cash, and operating working capital efficiency, to generate sustainable value for all stakeholders. The company's mid-term financial ambitions include:

- Organic sales growth: 5-7%
- Adjusted EBITDA margin: 22-23%
- Cash-to-sales conversion: >10%

Delivering synergies

dsm-firmenich is on track to achieve its target merger synergies, contributing approximately €350 million to Adjusted EBITDA. In 2025, the company delivered around €65 million in cost synergies, which brings the total to €175 million for the Group. This part of the program was completed by the end of 2025 and is now fully delivered.

In addition, dsm-firmenich realized around €100 million in revenue synergies during 2025, bringing the total to around €175 million. This has contributed to around €60 million Adjusted EBITDA cumulatively since the merger, of which around €35 million was realized in 2025. The remaining €115 million Adjusted EBITDA contribution from revenue synergies will be realized through 2027.

Divestment of Animal Nutrition & Health

On February 9, 2026, dsm-firmenich announced it had entered into an agreement with CVC Capital Partners to divest its Animal Nutrition & Health business for an enterprise value of about €2.2 billion, which includes an earn-out of up to €500 million. This transaction followed the sale of the Feed Enzymes activities to Novonesis for €1.5 billion in 2025.

Share buyback programs

In December 2025, dsm-firmenich completed its share repurchase programs, under which it bought back ordinary shares with an aggregate market value of €1 billion in 2025.

The company now intends to launch a new share repurchase program to buy back ordinary shares with an aggregate market value of €500 million to reduce its issued capital. The program is planned to commence in the first quarter of 2026. dsm-firmenich remains fully committed to maintaining its strong investment-grade profile.

OUR PERFORMANCE > FINANCIAL PERFORMANCE > FINANCIAL RESULTS

Financial results

dsm-firmenich delivered 3% volume-led organic sales growth, a solid performance in a macro environment that became increasingly challenging over the course of the year.

Perfumery & Beauty delivered a solid performance with 3% organic sales growth. Perfumery saw good growth, while headwinds from sun filters in Beauty & Care subsided through the year.

Taste, Texture & Health delivered good 4% organic sales growth supported by synergies, with a strong first half, while more cautious customer behavior tempered growth in the second half of the year.

Health, Nutrition & Care continued to improve, with 3% organic sales growth, supported by good Dietary Supplements and Early Life Nutrition. Growth in HNC softened somewhat in the second half due to more cautious consumer sentiment in North America.

Adjusted EBITDA for continuing operations of €1,772 million increased by 5% when correcting for a negative currency effect of about 4%, with a good step-up in margin to about 20%, owing to continued margin improvements in Taste, Texture & Health and Health, Nutrition & Care.

Adjusted EBITDA for the total Group including discontinued operations was €2,279 million, up 8% when compared to 2024.

Income statement and key data

	2025		2024		Change	
	Continuing operations	Total Group	Continuing operations	Total Group	Continuing operations	Total Group
Net sales	9,034	**12,521**	9,054	12,799	0%	-2%
Adjusted EBITDA	1,772	**2,279**	1,751	2,118	1%	8%
EBITDA	1,657	**2,245**	1,572	1,991	5%	13%
Total expenses	8,323	**13,398**	8,507	12,238	-2%	9%
Adjusted operating profit (loss)	861	**1,114**	816	926	6%	20%
Operating profit (loss)	711	**(877)**	547	561	30%	-256%
Financial income and expense	(143)	**(153)**	(124)	(134)	15%	14%
Profit (loss) before income tax expense	**568**	**(1,030)**	**423**	**427**	**34%**	**-341%**
Income tax expense	(118)	**98**	(64)	(147)		
Results related to associates and joint ventures	(108)	**(107)**	-	-		
Net profit (loss) for the year	**342**	**(1,039)**	**359**	**280**		
Adjusted net profit (loss)	530	**694**	589	601		
Core adjusted net profit (loss)[1]	887		976			
Adjusted gross operating free cash flow[1]	950	**798**	1,217	1,185		
Adjusted EBITDA margin (in %)	19.6%	**18.2%**	19.3%	16.5%		
Core adjusted ROCE (in %)[1]	11.1%		10.9%			
Net profit (loss) for the year	342	**(1,039)**	359	280		
Of which attributable to non-controlling interests	2	**42**	11	30		
Interest on hybrid bonds (equity)	26	**26**	28	28		
Available to holders of ordinary shares	**314**	**(1,107)**	**320**	**222**		
Net basic earnings per share (EPS) [1]	1.21	**(4.27)**	1.21	0.84		

[1] Restated for comparison purposes

Net sales and Adjusted EBITDA per Business Unit

	Net sales			Adjusted EBITDA			Adjusted EBITDA margin	
x € million	**2025**	2024[1]	% change	**2025**	2024[1]	% change	**2025**	2024[1]
P&B	3,760	3,776	0%	815	842	-3%	21.7	22.3
TTH	3,146	3,109	1%	648	626	4%	20.6	20.1
HNC	2,102	2,117	-1%	407	377	8%	19.4	17.8
CA	26	52	-50%	(98)	(94)	4%		
Total continuing operations	**9,034**	**9,054**	**0%**	**1,772**	**1,751**	**1%**	**19.6**	**19.3**

[1] Restated for comparison purposes

OUR PERFORMANCE > FINANCIAL PERFORMANCE > NET PROFIT

Net profit

Core Adjusted net profit from continuing operations of €887 million was down by 9% versus 2024, which was mainly attributable to higher tax expenses and losses on associates.

The net profit for the total Group decreased by €1,319 million to -€1,039 million. This decrease was mainly a result from the increased loss from discontinued operations of -€1,302 million, including the impairment booked on the ANH business upon the classification to held for sale of -€1,922 million (-€1,545 million after tax).

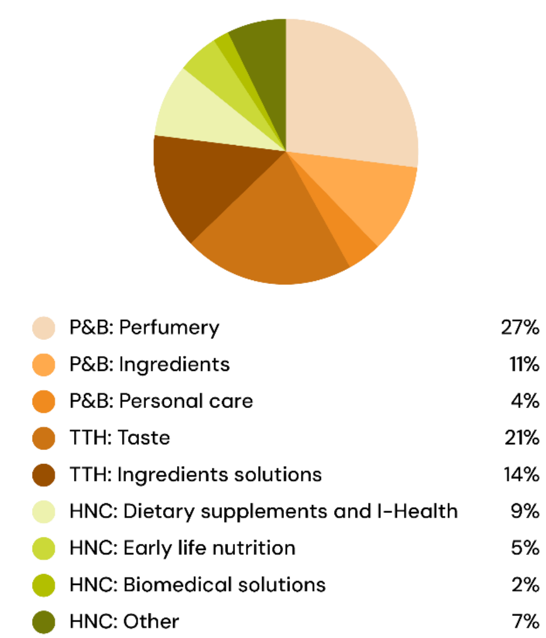
Core adjusted net earnings per share from continuing operations were €3.31 in 2025 (2024: €3.54). For total dsm-firmenich, core adjusted earnings per share increased by 7% to €3.87 (2024: €3.61).

Financial income and expense from continuing operations decreased by €19 million year-on-year to a net expense of €143 million. This was mainly caused by an increase of exchange differences by €16 million. The total effective tax rate over taxable result 2025 for continuing operations was 20.8% (2024: 15.1%); excluding APM adjustments, this was 20.8% (2024: 14.9%). As the ANH (discontinued) and HNC business in 2024 were still fully integrated in one global statutory/legal structure, the 2024 effective tax rate cannot be fully compared with 2025. The 2025 effective tax rate of 21% for continuing operations is a fair reflection of the effective tax rate for dsm-firmenich.

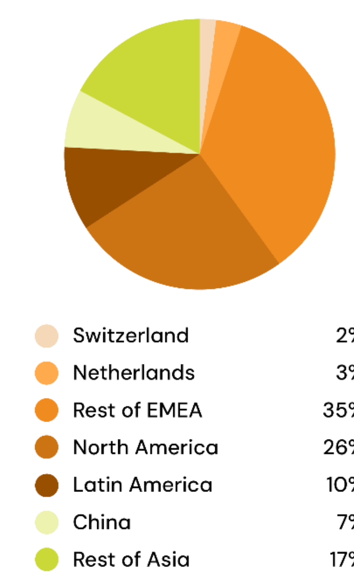
Adjustments in calculating our Alternative performance measures

Total adjustments from continuing operations for the full year amounted to a loss of €188 million (2024: a loss of €230 million), consisting of a loss in EBITDA of €115 million (including restructuring costs of €54 million and acquisition, divestment, or integration costs of €45 million), impairments of €35 million, financial expenses of €16 million, a related tax impact of -€35 million, and other results relating to associates of €57 million.

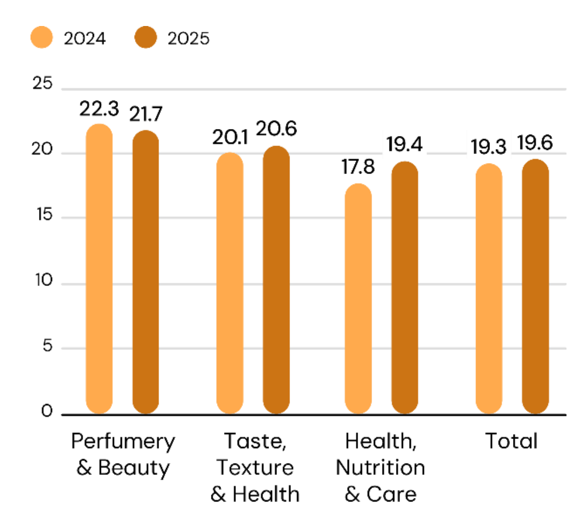
Sales by business segment



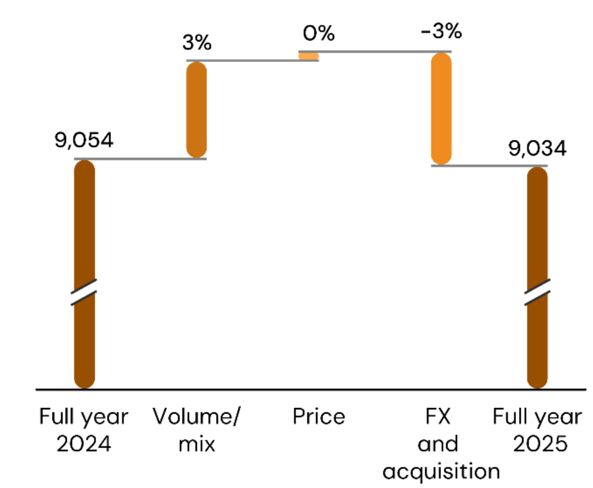
Sales by destination



Adjusted EBITDA margin



Sales bridge 2025



OUR PERFORMANCE > FINANCIAL PERFORMANCE > CASH FLOW STATEMENT

Cash flow statement

Cash provided by operating activities for the total Group of €1,445 million mainly consists of the EBITDA for the year (€2,245 million) and changes in working capital of €210 million, income tax payments of €320 million, and other changes, including gain on disposals, totalling €270 million.

Overall, the full-year operating cash flow decreased by €333 million. This was mainly caused by negatively impacted working capital changes, partly offset by an improved EBITDA.

The cash from investing activities consisted mainly of the proceeds from disposals of subsidiaries and businesses of €1,270 million, partly offset by capital expenditures (-€764 million). The cash used in financing activities included the dividend paid (-€718 million), repayment of borrowings (-€560 million), redemption of hybrid bonds (-€783 million), and the repurchase of shares (-€1,181 million), partly offset by the issuance of a corporate bond (€750 million).

For the full cash flow statement, see the Consolidated Financial Statements.

Cash flow statement

x € million	2025	2024
Cash and cash equivalents at January 1	**2,667**	**2,456**
Cash provided by operating activities	1,445	1,778
Cash from / (used in) investing activities	505	(252)
Cash from / (used in) financing activities	(2,752)	(1,334)
Effect of exchange differences	(72)	19
Reclassification to held for sale	(11)	-
Cash and cash equivalents at December 31	**1,782**	**2,667**

OUR PERFORMANCE > FINANCIAL PERFORMANCE > BALANCE SHEET

Balance sheet

The balance sheet total (total assets) reached €29.3 billion at year-end (2024: €33.7 billion). The decrease was mainly caused by the divestment of the Feed Enzymes business and the impairment of €1.9 billion of the ANH business. In addition, following the classification of the ANH business as held for sale, the assets and liabilities related to this business were reclassified accordingly and presented within other current assets and other current liabilities at year-end 2025.

Equity decreased by €4,274 million, which was mainly caused by a net loss for the period of -€1,039 million (including the impairment of the ANH business), dividend payments of -€718 million, repurchases of shares of -€1,076 million, redemption of hybrid bonds of -€776 million, and movement in translation reserves of -€694 million. Equity as a percentage of total assets decreased to 63%.

Capital expenditure on intangible assets and property, plant, and equipment amounted to €840 million in 2025 (€764 million on a cash basis). Including new leases, the additions to intangible assets and property, plant and equipment was €957 million, which is 9% higher than the level of amortization and depreciation excluding the impact of the merger-related purchase price allocations (PPA) of dsm-firmenich.

Total working capital from continuing operations amounted to €1,770 million compared to €2,734 million at year-end 2024. The decrease is mainly due to the reclassification to assets and liabilities held for sale of €783 million.

This represents 20.6% as a percentage of annualized fourth-quarter 2025 sales (2024: 21.0%), attributable to improved inventory management, partly offset by decreased payables. Cash-wise, the operating working capital (OWC) from continuing operations increased by €111 million compared to last year. The OWC percentage increased from 27.3% at year-end 2024 to 28.8% of annualized sales at year-end 2025 (mainly due to the lower accounts payable).

Cash and cash equivalents came to €1,782 million; including financial investments, this amounted to €1,903 million (2024: €2,717 million).

Balance sheet profile

	2025		2024	
	x € million	in %	x € million	in %
Goodwill and intangible assets	15,384	52	18,078	54
Property, plant and equipment	4,174	14	5,725	17
Other non-current assets	894	3	1,145	3
Cash and cash equivalents	1,782	6	2,667	8
Other current assets	7,111	25	6,132	18
Total assets	**29,345**	**100**	**33,747**	**100**
Equity	18,423	63	22,697	67
Provisions	103	-	164	-
Other non-current liabilities	5,277	18	6,603	20
Other current liabilities	5,542	19	4,283	13
Total equity and liabilities	**29,345**	**100**	**33,747**	**100**

OUR PERFORMANCE > SUSTAINABILITY > LETTER FROM OUR CHIEF SUSTAINABILITY OFFICER

"We achieved some remarkable milestones in 2025, supported by our new Sustainability program."

If sustainability were simply a legal requirement, the regulatory uncertainties of the last year could easily have knocked us off our stride. Instead, we held our course. Not only did we launch our new Sustainability program; we were also awarded Climate and Water A-scores from CDP and a Platinum rating from EcoVadis, and we achieved our target of 100% of purchased electricity from renewable sources ahead of time.

The science on which we base our climate work has not changed. The global rise in natural disasters has simply underscored the importance of continued emissions reductions, and there is a renewed urgency around adaptation. At the same time, sustainability is becoming an increasingly important factor in people's thinking, whether for investors seeking new opportunities, talent looking for jobs, or consumers weighing up purchasing options.

Our response to these developments has been to stay the course, and we have continued to embed sustainability into our product offering and our decision-making processes. In this Report, you can read more about how our work is bringing progress to life across our value chain, and explore more detailed disclosures in our Sustainability Statements. Both sections demonstrate our company's commitment to greater transparency and to providing a fuller, more accurate picture of our global footprint.

> "By focusing on the value-creation opportunities that sustainability offers, we were able to make meaningful progress towards our targets while also creating lasting value for our business and stakeholders."

Katharina Stenholm
Chief Sustainability Officer

Bloomberg	ISS ESG	ISS QualityScore	MSCI	S&P CSA	Sustainalytics
Leading	Prime	Lowest risk	AA	59	Low risk

In 2025, our sustainability progress was recognized by a broad range of external parties. For more information on our EcoVadis medal, please see the website.

Our plan rests on three pillars: *sustainable performance, value for customers,* and *impact at scale.* We are working to reduce risks and increase our resilience, have designed our new Sustainability program around materiality and customer relevance, and are always looking for ways to use our unique size, reach, and innovation capabilities to drive impact at scale.

People. Planet. Progress

Launched in 2025, our Sustainability program 'People. Planet. Progress' concentrates our efforts on areas where we can create the biggest value and impact. It identifies eight focus areas and sets out quantifiable, time-bound targets for achieving them. Among others, these include:

- Climate: Lowering emissions across our value chain
- Micronutrient gap: Supporting vulnerable communities worldwide to improve nutrition through our products and solutions
- Responsible sourcing: Embedding our sustainability ambitions into our sourcing criteria, to drive impact at scale and, significantly, to increase resilience

Our CFO, Ralf Schmeitz, presenting at our 2025 ESG Investor Day in Kaiseraugst (Switzerland)

Delivering on our sustainability ambitions

In 2025, we demonstrated some impressive progress against our targets. Let me mention a few key highlights.

Our environmental performance was strong, and we reduced our Scope 1 & 2 emissions by 31% versus 2021, representing a substantial step forward, enabled by our energy efficiency and renewable energy programs. Our Scope 3 emissions reduced by 23% versus 2021, driven by deepened supplier collaboration and eco-steering as well as reduced procured volumes compared to 2021.

Through a range of programs to reduce the global micronutrient gap, acting both independently and through our partnerships, we have now reached 775 million people, bringing us closer to our ambition of reaching one billion people on an annual basis.

Finally, under our new responsible sourcing program for key natural ingredients, we conducted 54 due diligence assessments and took actions on the salient issues that were identified, corresponding to a 48% completion rate of the program. Further transformation work will be required to reach our 100% target, particularly in complex agricultural supply chains.

You can find more information on how we have performed against all of the targets identified in our Sustainability program later in this section.

A focus on product-level performance

In recent years, the sustainability community has undergone something of a strategic shift. Lofty commitments are giving way to something more pragmatic and action-driven. Top-down, enterprise-level strategies are complemented with a product-level approach that demonstrates value externally while building resilience internally. While the enterprise-level data remains essential for investors, product-level data is increasingly valuable to customers and consumers who want to make more informed choices.

To address this, we embarked on an ambitious digital transformation. While our Business Units already offer market-leading product information – for example, in the way our EcoScent Compass®, EcoFood Compass® and Imp'Act Card™ make sustainability performance transparent to our customers – we felt sustainability lacked its own end-to-end business process. Our new "Innovate to Impact" approach now enables us to build sustainability objectives into our processes from the outset. We also continued efforts to create more efficient and industry-standardized tools for sustainable portfolio steering, including our co-leadership of a dedicated workstream at the World Business Council for Sustainable Development (WBCSD).

Sustainability as a team sport

At the World Sustainability Congress in October, I was asked about organizational enablers for sustainability. I responded that we cannot leave the topic of sustainability to a small corporate team. Genuine progress can only occur if everyone is pulling in the same direction. Only when the CEO, CFO, Chief Procurement Officer, Chief HR Officer, and other functional and business leads are all aligned and equally engaged can sustainability become a truly cross-functional success.

To that end, in 2025 we redoubled our efforts to embed accountability for sustainability delivery into all Business Units and business functions. Our Global Sustainability Leadership Team now acts as the connector, aligning expertise both across our value chain and among our partners, helping to drive impact at scale.

Building a future foundation

As we head into 2026, I am more convinced than ever that the future of sustainability leadership lies in grounding our work in business reality. We have to do more to engage internal teams and external partners. We also need to stress the importance of actions over words and of measuring our impact, as only then will we demonstrate the intrinsic value of sustainability.

Last year, we proved dsm-firmenich is already delivering on that promise. Collaboration has always been the key, as only together can we make an impact at the scale necessary to effect meaningful change. I would like to extend my deepest thanks to all our teams, customers, and partners for making this transformational journey possible.

Katharina Stenholm
Chief Sustainability Officer

People. Planet. Progress: our Sustainability program

Our Sustainability program[1] starts with our company purpose of bringing progress to life, identifies eight key focus areas, sets a series of time-bound and quantifiable targets for each, and then translates achieving them into a series of actions for our Business Units

Our program aims to deliver:

- Sustainable performance: Our sustainability work is designed to reduce risks and increase resilience. It helps future-proof our business and position us as the employer, supplier, and investment of choice.
- Value for customers: By offering sustainable solutions focused on areas based on materiality and commercial relevance, we drive progress with and for our customers.
- Impact at scale: We have the size, reach, and innovation capability to drive positive impact at scale. As our business grows, our positive societal impact grows too.

Our purpose:

We bring progress to life

Our focus areas: People Planet

Promote human rights and needs | Fuel healthy lives | Nurture people's wellbeing | Foster a responsible value chain | Design sustainable products | Accelerate climate action | Safeguard nature and biodiversity | Conserve our planet's resources

Our targets

Reduce micronutrient gap: Reach 1 bn people	Gender pay gap | Living wage: <5% | 100%	Improve inclusion: >70%	Cut Scope 1 & 2 emissions vs. 2021: -42%	Water efficiency improvement vs. 2023: 10%
Improve safety TRI rate: <0.20	Boost employee engagement: >80%	Naturals sourcing program completion rate: 100%	Cut Scope 3 emissions vs. 2021: -25%	Make washable products biodegradable: 90%

Business Unit translation:

P&B: Beyond wellbeing. Uniting delight and care for positive impact

TTH: Healthier. More delicious. Better for People and Planet

HNC: Together elevating health

Our nature target

Our program originally included a target on nature positive projects, which was set to be announced in late 2025. Our nature development project informed us this was already addressed through a combination of existing targets and new ambitions. As such, the target has been removed from this program overview. See Biodiversity and ecosystems in Environmental information for more information.

The UN Sustainable Development Goals

We contribute to many of the SDGs, but in particular to SDGs 2 and 3 through the products and solutions we provide, and to SDG 12 in how we run our business.

2 ZERO HUNGER | 3 GOOD HEALTH AND WELL-BEING | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

[1] The figures in this section are reported on the basis of total dsm-firmenich. ANH is material to our performance and targets. The impact of this is being investigated and will be reported at a later stage.

OUR PERFORMANCE > SUSTAINABILITY > OUR SUSTAINABILITY PROGRAM

How our focus areas are helping us to deliver for People and Planet

Promote human rights and needs

To truly thrive, people need social fulfilment. At dsm-firmenich, that means starting with the fundamentals: ensuring respect for human rights across our operations and supply chains. Through more responsible business practices, we will not only uphold the highest standards of human rights but also help improve living standards across our value chain. We believe that this all begins with paying our own employees a living wage and ensuring there is no gender pay gap. We then hope to empower all of our people to thrive by fostering a safer working environment and promoting inclusion and belonging in our workplaces.

Nurture wellbeing

It is often the little things that make the biggest difference. It could be a mouthwatering meal boosting people's mood, or an emotion-evoking scent, but the way people feel matters just as much as any scientific definition of 'health.' Thanks to our world-class capabilities in fragrance, taste, and texture, we can create unforgettable sensory experiences with a positive impact on well-being, personal growth, and development. We practice what we preach by nurturing the well-being of our employees, fostering a culture of mutual value, and using our Global Vitality Office to encourage more informed choices for a healthy lifestyle.

Design sustainable products

In the modern era, designing sustainable products is a process that has to combine creativity, innovation, robust data, and AI tools. For us, sustainable product development is not about trial-and-error but about employing a structured design approach and leveraging cutting-edge techniques to create products that meet the very highest standards. We use Safe and Sustainable by Design (SSbD) principles to assess our impact, apply 'end-in-mind' thinking to ensure that sustainability is considered from the start, then apply design-build-test-learn cycles through our Science & Research centers.

Safeguard nature and biodiversity

Everything on the planet depends on nature. As a leading innovator in health, nutrition, and beauty, we are reliant on the biodiversity that underpins our sensory products and bio-based solutions, both for the inputs and ingredients we use and produce, and for the inspiration behind our creations. We are on a mission to safeguard nature – for example water, biodiversity and forests – in our high-risk value chains, working with our suppliers and partners to find more sustainable solutions.

Fuel healthy lives

Whether it's individual well-being or societal prosperity, helping people to live healthier lives requires a strong foundation. Through our world-leading science and research capabilities, we develop solutions to some of the most pressing nutrition and dietary problems. We know prevention is better than the cure and work on everything from addressing the micronutrient gap to transforming diets and closing the health longevity gap. No matter how essential our solutions are, however, we cannot make a positive impact unless our solutions reach those who need them. To this end, we always look to forge new partnerships with government agencies, NGOs, and the private sector.

Foster a responsible supply chain

We are driving progress across our value chains by joining forces with suppliers to create sustainable value for all. We embed sustainability into our procurement and purchasing decision-making processes from the start. This includes setting minimum requirements for our suppliers and monitoring their sustainability performance, which in turn allows us to assess risk levels, address specific customer requests, and respond to key supply chain challenges. We also engage with our procurement managers worldwide, invest in upskilling initiatives to maximize their knowledge of sustainable sourcing best practices, and take part in industry coalitions to drive impact at scale.

Accelerate climate action

Climate change is the defining challenge of our time. At dsm-firmenich, we are determined to play our part in tackling it within our business, value chain, and beyond. We are making significant investments in reducing our emissions and have set ambitious, integrated climate targets – validated by the Science Based Targets initiative (SBTi) in 2024 – in line with the latest climate science for keeping global warming to no more than 1.5°C. Thanks to our advanced Science & Research capabilities, we are also supporting our customers with their own climate journeys by providing innovative products and tools that create impact at scale and bring progress to life.

Conserving our planet's resources

Taking only what we need and putting back what we can: that's our philosophy when it comes to resource conservation. This is critical, as everything we need to thrive, from food and water to air and shelter, relies on our planet's resources. To conserve these for future generations, we are taking actions that boost productivity, eliminate waste, and prevent contamination. Over the years, we have invested in water re-use, thereby reducing the amount of water we withdraw at our sites. Through initiatives like these, and by optimizing our site operations and collaborating across the value chain, we commit to using only what we need.

OUR PERFORMANCE > SUSTAINABILITY > OUR SUSTAINABILITY PROGRAM

Our 2030 targets – measurable, transparent, and timebound

As part of our Sustainability program, we have set clear, ambitious, and science-based targets that are to be achieved by 2030.

In 2025, we made good progress. We met our target of paying a living wage to all employees, as well as our Inclusion and Employee Engagement targets. We made progress on our targets on micronutrient gap and responsible sourcing of key natural ingredients, as well as our climate targets. Our climate targets are SBTi-validated, and we aim to be net-zero by 2045.

Reduce micronutrient gap
775m reached
Our target: Reach 1 bn people

Gender pay gap | Living wage
8.2%
100%
Our target: <5% | 100%

Improve inclusion
71%
Our target: >70%

Cut Scope 1 & 2 emissions vs. 2021
-31%
Our target: -42%

Water efficiency improvement vs. 2023
11%
Our target: 10%

Improve safety TRI rate
0.26
Our target: <0.20

Boost employee engagement
80%
Our target: >80%

Naturals sourcing program completion rate
48%
Our target: 100%

Cut Scope 3 emissions vs. 2021
-23%
Our target: -25%

Make washable products biodegradable
85%
Our target: 90%

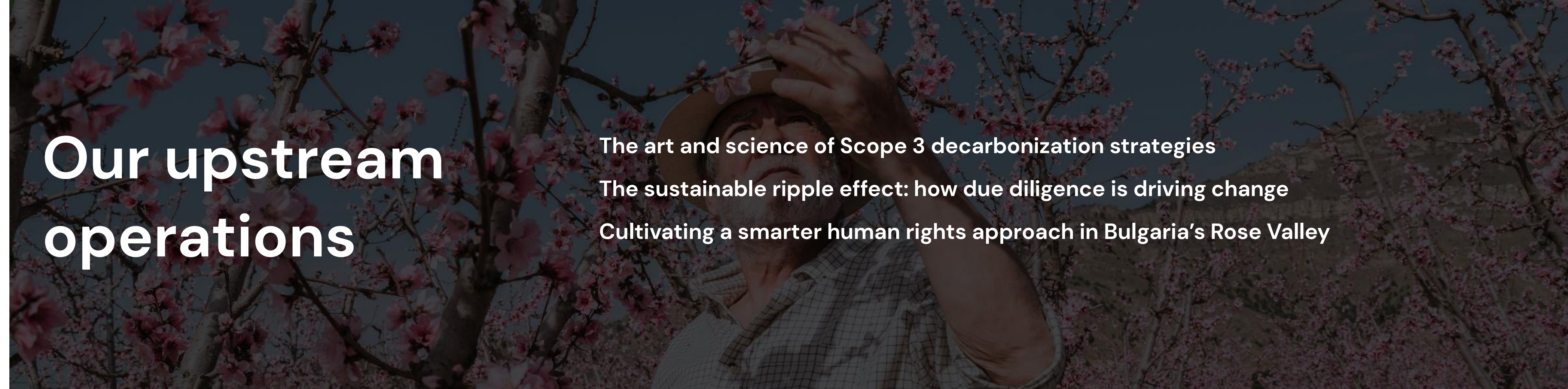
People Planet

Our program activities

The activities outlined in the following pages represent some of the practical ways we are bringing our program to life. Each story shows how we are translating commitments into action, demonstrating how sustainability is embedded across our operations, value chains, decision-making, and culture.

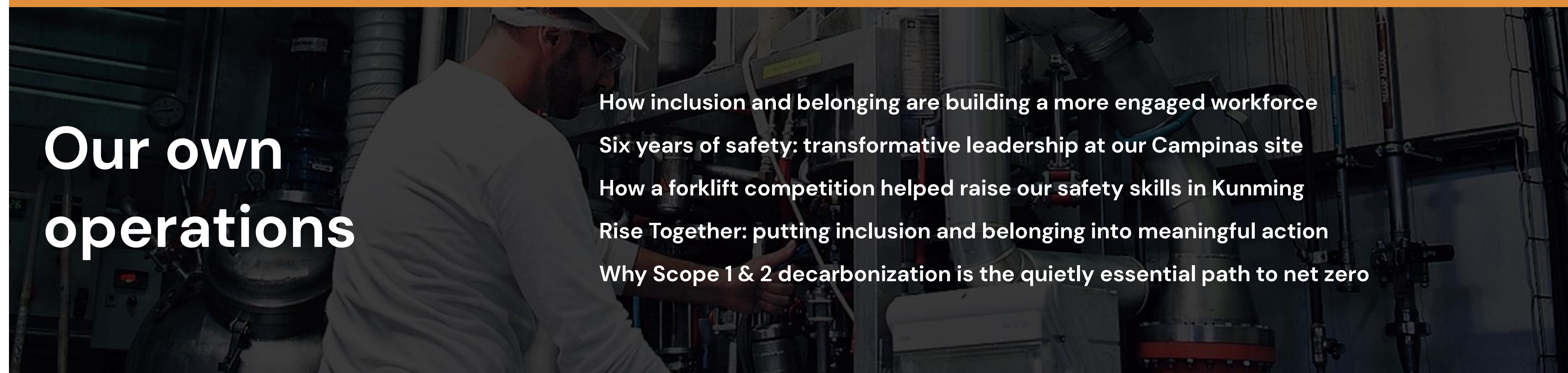
Every story is categorized into one of four areas, each grouped along the value chain:

- Upstream value chain: Activities that focus on responsible sourcing and sustainability practices across our suppliers and partners
- Own operations: Activities that address our sustainability impacts through efficient, responsible, and safe business practices
- Downstream value chain: Activities that support customers through sustainable products and services that deliver positive long-term impacts
- Future foundation: Activities that show how we are building capabilities, systems, and partnerships to support our long-term sustainability progress and targets



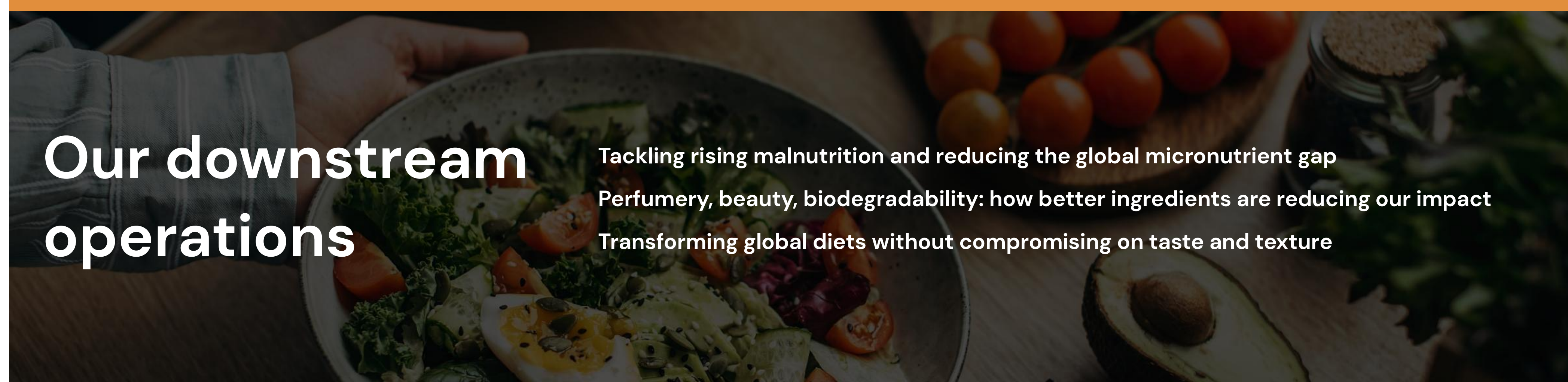
Our upstream operations

- The art and science of Scope 3 decarbonization strategies
- The sustainable ripple effect: how due diligence is driving change
- Cultivating a smarter human rights approach in Bulgaria's Rose Valley



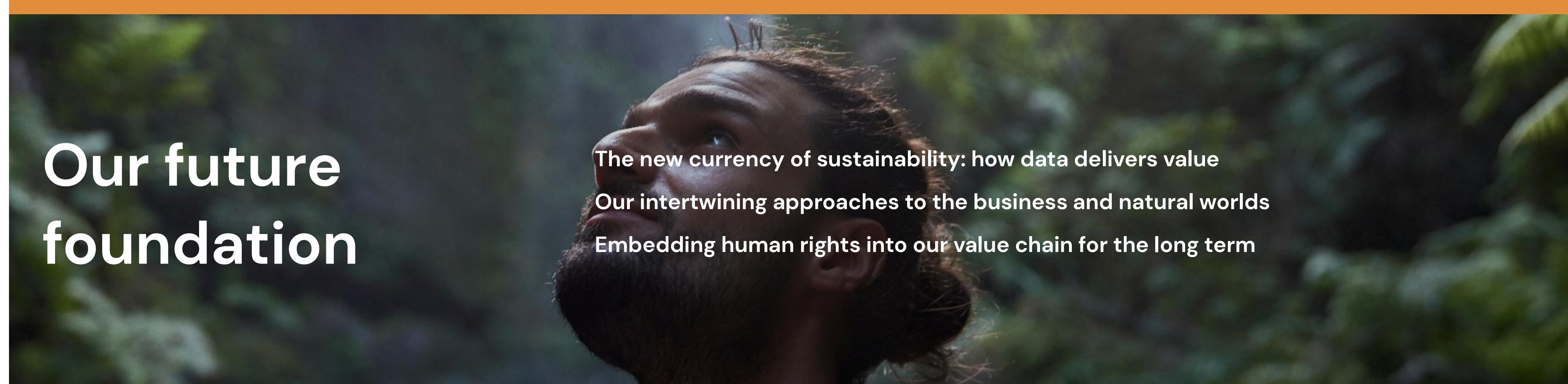
Our own operations

- How inclusion and belonging are building a more engaged workforce
- Six years of safety: transformative leadership at our Campinas site
- How a forklift competition helped raise our safety skills in Kunming
- Rise Together: putting inclusion and belonging into meaningful action
- Why Scope 1 & 2 decarbonization is the quietly essential path to net zero



Our downstream operations

- Tackling rising malnutrition and reducing the global micronutrient gap
- Perfumery, beauty, biodegradability: how better ingredients are reducing our impact
- Transforming global diets without compromising on taste and texture



Our future foundation

- The new currency of sustainability: how data delivers value
- Our intertwining approaches to the business and natural worlds
- Embedding human rights into our value chain for the long term

OUR PERFORMANCE > SUSTAINABILITY > OUR ACTIVITIES > OUR UPSTREAM OPERATIONS

The art and science of Scope 3 decarbonization strategies

Scope 3 data can sometimes feel like the weak link in emissions reporting, leaving companies to rely on a messy patchwork of inconsistent or incomplete assumptions.

At dsm-firmenich, when we begin the delicate task of piecing together our Scope 3 data, we see it as an opportunity to transform a once-fragmented landscape into a more connected, insightful overview. We increasingly regard decarbonization strategies as both an art and a science in which we have to strike a careful balance between rigor and creativity.

The difficulties of decarbonization

To achieve the goals set out in the Paris Agreement, companies have to start moving beyond incremental change. In that context, Scope 3 emissions, which sit largely outside an organization's direct control, pose a challenge.

At dsm-firmenich, we are confronting that challenge head-on. In 2025, we set out to make our Scope 3 program stronger, smarter and faster, shifting our emphasis from broad estimates to richer, activity-based data, supported by sharper digital tools and a more disciplined data architecture. We also deepened our collaboration with suppliers, using targeted outreach to secure primary data, and updating our decarbonization roadmaps to align the business more tightly around shared goals. If the 'science' of decarbonization is our data, the 'art' is in prioritization and persuading a diverse value chain to move in step.

> "Progress doesn't come from perfect data but from a system that improves through collaboration. Data may chart the path, but engagement moves us forward."

Rachna Arora
Senior director Climate Programs, Sustainability

The data-based science of Scope 3

While 93% of our emissions lie beyond our control, they are still well within our sphere of influence. Spread over thousands of suppliers, Scope 3 data behaves less like a static inventory and more like a living ecosystem in which every shift reshapes the larger picture. The science of Scope 3 begins with ensuring our numbers are fit for purpose. Primary data remains the gold standard, though it requires alignment on methods, formats, and verification, while secondary data must be rigorously assessed for transparency, consistency, and comparability.

What anchors this work is the confidence that comes from third-party assurance. By subjecting our data, methods, and systems to external scrutiny, we reinforce the credibility of our disclosures and ensure that the decisions we make are built on sound information. While perfectionism can stall progress, our rigorous 'data purification process' gives us the granular, category-level insights that turn reporting into readiness for meaningful action.

If science is the basis, art is the bridge

With most Scope 3 emissions sitting in our upstream value chain, our suppliers are critical to success. However, when you have thousands of suppliers at varying stages of maturity, a one-size-fits-all approach simply doesn't work.

This is where science can use a little bit of art. By using data to identify where to focus our engagement (based on emissions, climate maturity, and business criticality), we can make sure our efforts are efficient and effective. While broad engagement is important if we are to deliver against our ambitious targets, we need to focus on rapid and scaled decarbonization. Programs such as "Joining Forces" exemplify this approach, offering collaboration platforms, shared best practices, and ongoing training, to ensure that our suppliers understand both our technical requirements and, importantly, the shared purpose of decarbonization.

Bringing it all together

For us, the art and science of Scope 3 are intertwined. The data provides the structure and insight, but the art of engagement brings that structure to life. Only through this combination of rigorous analysis and human-centred engagement can meaningful carbon reductions across the value chain be realized.

OUR PERFORMANCE > SUSTAINABILITY > OUR ACTIVITIES > OUR UPSTREAM OPERATIONS

The sustainable ripple effect: how due diligence is driving change

At dsm-firmenich, we have made great strides in transforming our thinking on due diligence and responsible sourcing. Today, it is a key strategic driver for long-term value creation, the effects of which are already rippling out across our value chain.

In 2025, we continued working to replace more conventional strategies with a robust, fact- and data-based approach. We are now integrating sustainability directly into procurement decision-making, ensuring that the right choices create a ripple effect that protects people, supports communities, and safeguards natural resources, contributing to more resilient supply chains. Aligned with international standards and reviewed by third parties, our Supply Chain Due Diligence framework is deployed across the value chain as a continuous journey of collaboration, learning, and improvement. Working side by side with suppliers, we transform insight into action and deliver lasting impact, and whenever we identify a salient gap, we design targeted action plans and engage stakeholders in a collective journey toward progress for People and Planet.

Key achievements

In 2025, we rolled out our new Due Diligence framework (for more information, please see Sustainability Statements), conducted 54 field due diligences, and trained 79% of targeted suppliers on human rights.

> "Our approach is coming to life in Bulgaria's Rose Valley. Working with farmers, pickers, suppliers, UNICEF, NGOs, administrations and more, our teams are joining forces to drive systemic change and create a long-term, positive impact."

Thomas Andro
Vice President, Responsible Sourcing

Cultivating a smarter human rights approach in Bulgaria's Rose Valley

Harvested in a valley just south of the Balkan Mountains, the Rose Damascena flower is hand-picked to ensure maximum freshness and oil content on reaching the distilleries.

This meticulous process relies on seasonal workers and smallholder farmers, groups that have traditionally been at risk of exploitation. To improve outcomes for these communities, we used insights from our due diligence approach to shape a practical, tailored response.

Guided by international standards, we work with locals to take shared responsibility, close gaps, and amplify impact. We are actively involved in sector-wide initiatives, working with governments, NGOs, and local communities to protect children's rights and help build more secure futures.

In this project, we began by mapping the supply chain and working with suppliers on targeted action plans to strengthen human rights and environmental due diligence. Working through our Progress Foundation, we then partnered with UNICEF, suppliers, and local municipalities to address child labor risks in the Rose Valley through coordinated, community-based action.

Joining forces for systemic change

In 2025, we partnered with UNICEF to promote responsible business, strengthen protections for children and improve access to social benefits for seasonal workers' families. We also joined the Bulgaria Rose Working Group, which advances responsible sourcing in Bulgaria, guided by an industry-developed roadmap with Union for Ethical BioTrade (UEBT) and supported by advisory and remediation input from our UNICEF partnership.

OUR PERFORMANCE > SUSTAINABILITY > OUR ACTIVITIES > OUR OWN OPERATIONS

How inclusion and belonging are building a more engaged workforce

Sustainable innovation cannot happen in isolation. It only emerges when different groups of people can connect and disparate ways of thinking and collaboration are allowed to flourish. If people are provided with a working environment in which they feel trusted, then real impact can begin.

At dsm-firmenich, we view the need to engage our workforce as more than a corporate imperative; we see it as a pivotal driver of progress. It is not enough to say that "inclusion and belonging are at the heart of our culture." That fact has to be tested and retested each year, with feedback sought from employees.

Our latest Employee Engagement Survey reflects this effort an inclusion score of 71%, up four points from last year, and an engagement score of 80%. While these numbers are encouraging, the real change is visible in daily interactions: meetings enriched by diverse perspectives, candid, constructive mentorship conversations, and creative problem-solving that spans geographies. These achievements are the product of intentional programs and everyday practices that embed engagement into the way we work. From inclusive team discussions to structured feedback loops, we worked hard to cultivate an environment where employees feel empowered to contribute, challenge ideas and take ownership of their own outcomes. It is in this combination of culture, connection, and accountability that engagement becomes more than a metric: it becomes a force for sustained innovation and shared success.

WorkTogether: where flexibility meets belonging

At dsm-firmenich, we embrace flexibility. We know that the way people work fuels both their impact and their well-being. Throughout 2025, we worked on a range of engagements to help our employees get the most from flexible work, including WorkTogether. Post-pandemic, there was a big shift to hybrid working. Making that work across a business of our size, however, takes a deliberate effort. In 2025, our WorkTogether program sought to codify our global approach to hybrid working. The shared expectation of being on-site around 60% of the time (and being flexible the rest) strikes a respectful balance between the drive for collaboration and individual needs. After all, being present matters. Hallway conversations, impromptu brainstorming, and mentoring sessions accelerate learning, strengthen trust, and spark innovation. We structured WorkTogether to make these interactions intentional, and the result is a balance of connection and autonomy that supports both culture and performance.

Employees at our manufacturing site in Princeton, New Jersey (USA)

From awareness to genuine allyship

Launched during Pride Month by our Be You Employee Resource Group, the Global Allyship program seeks to turn awareness into action. Developed with our employee resource groups, it equips all of us to identify bias, advocate for equity, and actively support colleagues from underrepresented groups. Learning modules, storytelling, and practical tools help us translate intent into behavior and strengthen trust across teams. From peer mentorship programs to inclusion-focused innovation workshops, allyship is taking root in our day-to-day work. It shows that culture transformation is not only top-down: it grows from our collective choices and actions.

Key achievements

In 2025, we achieved an Inclusion score of 71% and an Engagement score of 80%. We also had over 100 participants in our Women Acceleration Program, and elevated 630 Mental Health Champions company-wide.

OUR PERFORMANCE > SUSTAINABILITY > OUR ACTIVITIES > OUR OWN OPERATIONS

Six years of safety: transformative leadership at our Campinas site

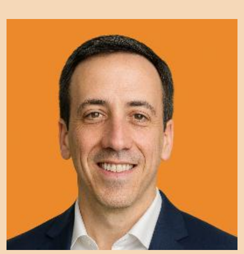
At our HNC Campinas site in Brazil, safety is a collective achievement. Leaders from production, maintenance, and other departments work side-by-side with the operations team to ensure that SHE standards are understood from the bottom up, then applied from the top down.

This daily commitment to safety is reflected in six years of no incidents. Campinas practices hierarchy of controls, always focusing first on eliminating risks. Local leadership encourages everyone to participate in observation rounds, Gemba Walks (a Japanese Lean management practice whereby leaders physically go to the real place, or *Gemba*, where work happens), and audits, most of which are managed digitally for ease of use. Sharing learnings from incidents at other sites also helps foster a more proactive approach, and engagement is recognized via quarterly awards and celebrating achievements together. However, this is only possible due to an actively involved and supportive leadership, one that embraces initiatives and encourages growth. Being present, communicating openly, and giving people opportunities to participate have strengthened engagement and trust, ultimately improving safety.

Key achievements

In 2025, we reached six years injury-free, zero LOPC or process safety incidents, and over 1,200 SHE and Sure Start observations.

> "Our safety record reflects the care, discipline, and responsibility of everyone at Campinas site. Consistent practices, strong teamwork, and attention to detail have helped create a safer workplace for all."



Bruno Utembergue
Site Manager, Campinas HNC

How a forklift competition helped raise our safety skills in Kunming

The recent increase in forklift-related incidents at our Kunming site (Yunnan province, China) was the trigger for our site management team to act.

The challenge was to raise awareness and knowledge about the safe use of forklifts. Importantly, this initiative was fully aligned with our Life Saving Rule for transport and warehouse safety, which sets the standard for safe practices in all logistics operations at all dsm-firmenich sites.

To put this new process into practice, the site management team organized a forklift workshop and skills contest, led by colleagues outside the Safety, Health & Environment function. Through group discussions of real cases and hands-on activities, everyone from drivers to participants and the audience became more aware of risks and motivated to improve. By aligning our efforts with the LSRs, we saw drivers deepen their understanding of safe forklift operation and identify skill gaps. All participants, including observers, became more aware of risks and learned to recognize potential hazards. Most importantly, the fun and participatory activities brought colleagues closer together, strengthening mutual care and making safety a shared responsibility for all.

Safety first: navigating the new rules

The Kunming site's success was built on a whole suite of practices. These include conducting routine inspections and dedicated permit checks, following up on actions, embedding safety topics in daily meetings, learning from incidents through root cause analysis at the shop-floor level, recognizing safe behaviors and encouraging group engagement with awards, and finally organizing diverse activities to promote learning and awareness.

OUR PERFORMANCE > SUSTAINABILITY > OUR ACTIVITIES > OUR OWN OPERATIONS

Rise Together: putting inclusion and belonging into meaningful action

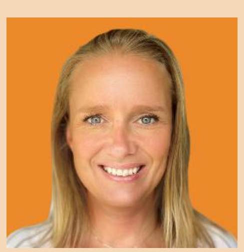
At dsm-firmenich, we believe that building a sustainable business means investing in the people who lead it. Rise Together, our six-month leadership acceleration program, is designed to do exactly that, putting women at the center while engaging sponsors, line managers, and HR Business Partners to drive systemic change across the organization.

Participants take part in Discovery Labs, sponsorship circles, and conversations that explore what it means to lead with identity, influence with integrity, and transition from performer to strategist. Each month has a new focus, cultivating confidence and advocacy while linking personal growth to our core values. Rise Together is not just a classroom exercise; it is a platform for building networks, challenging assumptions, and practicing leadership in real-world contexts. Participants talked of how it created a safe space to share experiences, ask questions, and gain insights from peers and senior leaders. By equipping people to lead more inclusively and advocate for equity, the program strengthens leadership pipelines, accelerates cultural transformation, and ensures that inclusion is embedded in the thinking of tomorrow's leaders.

Key achievements

In 2025, 100% of women reported feeling more confident navigating their careers and 89% were taking steps toward new opportunities.

> "The Rise Together program offers a unique space for women leaders to explore experiences and questions in confidence and kindness. It also helps create a strong network with our top management."



Marie Ducamp
Senior Director, Palette and Formula Management TTH

Why Scope 1 & 2 decarbonization is the quietly essential path to net zero

For all the focus on Scope 3 emissions, the heavy lifting of decarbonization still begins at home. Scope 1 & 2 emissions, accounting for around a tenth of our footprint, serve as a real proving ground for credibility, resilience, and operational discipline.

Our pathway to net zero involves reducing our energy demand by modernizing aging assets, implementing more efficient technologies, and turning to renewable energy for electricity and heat. At several sites we are doing both, turning to renewable energy while seeking efficiency gains to reduce costs. Two mature technologies (heat pumps that generate hot water, and mechanical vapor recompressors) are being used wherever suitable, and we are also looking at high-temperature, steam-generating pumps So far, these have not reached the necessary maturity or conditions, but they may yet be a key solution for our longer-term perspective.

Our Minhang facility (Shanghai, China) set a great example of what is possible, installing a pair of heat pumps in 2025 and slashing emissions almost in half while cutting costs and earning local goodwill. Such projects show that decarbonization succeeds not by heroic technological leaps but by cumulative steps.

In 2025, we hit our 100% renewable electricity target ahead of schedule

Guided by the RE100 criteria, we achieved this by emphasizing credible renewable electricity across the globe. By 2024, we had achieved 95% purchased renewable electricity globally, and the main challenge in 2025 was a final push to 100% in China. Further increases in renewable energy will focus on heat, being an even more challenging step, requiring site-specific approaches and eventually significant infrastructure changes.

OUR PERFORMANCE > SUSTAINABILITY > OUR ACTIVITIES > OUR OWN OPERATIONS

Tackling rising malnutrition and reducing the global micronutrient gap

After decades of progress, the global fight against malnutrition has suffered a dramatic setback. Mortality linked to undernutrition is rising for the first time in decades, driven by armed conflicts, climate-related disasters, economic shocks following the COVID-19 pandemic, and global inflation.

These pressures were compounded by a sharp reduction in humanitarian funding early in 2025, which curtailed essential nutrition programs in vulnerable regions. Today, an estimated 45 million children under five suffer from wasting, while more than four billion people experience deficiencies in essential micronutrients. The reversal of long-held gains underscores the urgent need for targeted, science-driven interventions to restore health outcomes and build resilience against future crises.

Nutrition improvement

In response, dsm-firmenich is leveraging its Nutrition Improvement segment to address critical micronutrient gaps, with the ambition of reaching one billion people worldwide by 2030.

Our strategy combines the large-scale fortification of staple foods, such as rice and flour, with public health supplementation programs for vulnerable populations. In addition, we deploy emergency therapeutic foods in crisis situations, ensuring immediate relief while creating long-term pathways for healthier diets. These interventions do more than correct nutritional deficiencies; they also shape future markets, cultivating demand for fortified and nutrient-rich products and supporting sustainable economic development.

> "Through public health supplementation and fortification, we work with partners to deliver science-based solutions that improve nutrition today and unlock healthier, more economically resilient communities tomorrow."

Doriane Nzorubara
Senior Group Sustainability Manager, Nutrition & Health

Working with the UN International Multiple Micronutrient Antenatal Preparation

A great example of our impact is the UNIMMAP Multiple Micronutrient Supplementation (MMS) program. Designed to provide essential vitamins and minerals during pregnancy, the program addresses deficiencies that contribute to poor birth outcomes and maternal health complications. We played a key role in both the development and acceleration of access to MMS, applying our scientific expertise, formulation knowledge, and global reach to ensure high-quality production at scale. This meant we could distribute to the populations most in need, transforming maternal and child health outcomes in multiple regions. By combining innovation, evidence-based strategies, and global partnerships, we are demonstrating how science-driven interventions can reverse trends in malnutrition, improve diets, and establish the foundation for healthier, more resilient populations.

Key achievements

In 2025, we reached 775 million beneficiaries with our nutrition improvement solution, started the development of rice fortification standards, and received UNICEF's approval for our MMS production in South Africa.

Our ongoing partnership with the WFP

Supported by the Progress Foundation, our two-decade partnership with the World Food Programme (WFP) renewed in 2025 through to 2027. Our collaboration targets 60 million people in 32 countries, delivering fortified staples and specialized nutritious foods to improve diets and resilience in food-insecure regions. Combining cutting-edge nutritional science with WFP's global reach, we are scaling solutions to fight hidden hunger and transform food systems worldwide.

OUR PERFORMANCE > SUSTAINABILITY > OUR ACTIVITIES> OUR DOWNSTREAM OPERATIONS

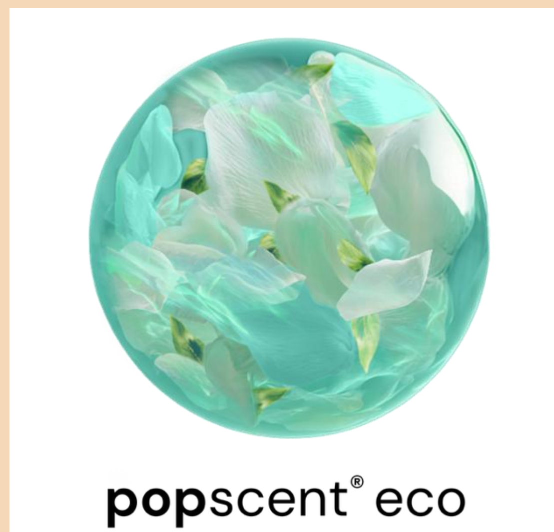
Perfumery, beauty, biodegradability: from ingredients to positive impact

The scientists, perfumers, and researchers in P&B increasingly view biodegradability as central to reducing our environmental impacts.

By transitioning our ingredients, we relieve pressure on aquatic ecosystems, support biodiversity, and lower the risk of bioaccumulation in sensitive species.

This is why we are integrating biodegradability into our ingredient discovery and development process. Each ingredient is assessed through four key lenses – Persistence, Biodegradability, Mobility, and EcoToxicity – using tools such as the BioEcoTox Gate and the Sunscreen Optimizer, ensuring that innovations meet both market expectations and environmental standards. This helps minimize the amount of ingredients needed and replaces undesirable components with biodegradable alternatives.

Through better ingredient design and innovative development tools, we are creating formulations that perform beautifully while leaving a lighter mark on the planet, proving that beauty and environmental responsibility can go hand in hand.



popscent® eco: our most advanced encapsulation technology

popscent® eco is biodegradable and REACH-compliant, delivering a roughly 35% reduction in our carbon footprint compared to previous products. Its adoption has surged by 200%, showing how strongly it aligns with new market and regulatory trends. In 2025, our newest technology, popscent® Eco-Max, achieved a huge manufacturing scale-up, which we hope will accelerate the adoption of next-generation eco-encapsulation ranges.

Transforming global diets without compromising on taste and texture

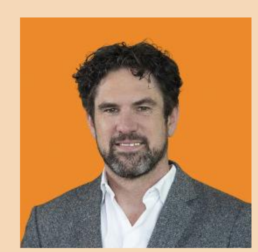
One of the more notorious challenges in diet transformation is striking the right balance between competing consumer demands. People want lower sugar and salt, but not at the expense of taste, and they gravitate to products with higher protein, but not if the texture is wrong.

At dsm-firmenich, we work with cultures, colorants, nutritional ingredients, and plant-based proteins to deliver products that are delicious, nutritious, and more sustainable. We also make use of cutting-edge technological innovations. Advanced digital tools, including AI and machine learning, have helped us optimize our nutritional value and taste & texture profiles while improving shelf life, while tools like the EcoFood Compass® work to provide more transparent data on our environmental impact, allowing us to substantiate our claims. The impact is tangible. For example, our cocoa replacement powder CocoaCraze™, achieves 80% lower water use, 97% lower land use, and a 90% reduction in carbon footprint compared to traditional powder. Equally, Veramaris® Pets, our natural marine algal oil supplement for pets, saves 200,000 MT of wild fish, which not only equates to preserving 3.5 billion fish annually but also cuts emissions by 47,000 MT.

Key achievements

In 2025, we advanced our product footprint and LCA coverage, scaled EcoFood Compass® use, and enhanced traceability and due diligence for high-risk natural ingredients.

“With newly developed enzymes we continue to drive efficiency in food systems, driving down resources footprint, both raw material as well as energy and CO_2”



Dirk Lippits
Executive Vice President, Ingredient Solutions TTH

OUR PERFORMANCE > SUSTAINABILITY > OUR ACTIVITIES > OUR FUTURE FOUNDATION

The new digital currency: how data is enabling the sustainable transition

Sustainability data is rapidly becoming one of the most valuable strategic assets a company can have. What began as a mere compliance requirement can now be a real advantage, as those who generate credible, product-level intelligence are able to shape markets rather than respond to them. This moves environmental performance from a constraint to be managed to a lever for value creation, resilience, and growth.

Historically, sustainability performance relied on a jumbled assortment of proxies and estimates, usually assembled hastily and retrospectively for disclosure or reporting purposes. No longer. Expectations have now moved toward precision, transparency, and decision relevance. At dsm-firmenich, we recognized this inflection point early. Our company has moved from enterprise-level reporting toward detailed, product-level sustainability intelligence, an evolution that is reshaping decision-making. Metrics that once sat at the margins now inform portfolio steering, investment prioritization, and operational trade-offs. Sustainability is shifting from a retrospective reporting exercise to a forward-looking management discipline.

The digital foundation

As the focus moves from broad commitments to sustainable product steering, a robust digital foundation is essential. This is why we established our Sustainability Digital Northstar, a comprehensive vision for sustainability digital transformation. In essence, this is a ledger, a single, trusted, end-to-end system that captures and connects data across the value chain with architecture underpinned by a state-of-the-art Sustainability Data and AI strategy.

Here, enterprise-wide data governance and a unified source of truth ensure consistency, auditability, and decision-ready insights. Rather than fragmented datasets for individual functions, we are building an integrated system that aligns sustainability intelligence with financial and operational data, strengthening both credibility and strategic relevance.

Harnessing AI innovation

At the core of the Digital Northstar is an AI-enabled sustainability information system that curates metrics, insights, and evidence. Over time, this will be complemented by decision cockpits that allow leaders to track progress against targets and make better steering decisions. Advanced data capabilities will support end-to-end accounting for Scope 3 emissions while digital management reporting will enhance transparency across climate, health, nutrition, and social impact indicators. Automated supplier intelligence will improve traceability, risk management, and compliance with regulations such as the EU Deforestation Regulation, while scalable product footprinting and assurance-ready data management will form the backbone of non-financial reporting, double materiality assessments, and regulatory alignment.

Data as credibility

Data separates substantiated leadership from unsubstantiated claims. Granular, reliable information enables confident decision-making and ensures that sustainability commitments are credible, auditable, and trusted by stakeholders. Critically, robust data infrastructure transforms sustainability from a perceived cost into a value driver, enabling new commercial models and competitive differentiation.

The challenge and the opportunity

Our progress accelerated dramatically in 2025. Teams were upskilled in data management and AI applications, Scope 3 methodologies were modernized, product carbon footprinting was scaled, and executive reporting now tracks monthly progress against sustainability targets. Challenges remain, particularly fragmentation across systems and processes, yet as of 2025 we are well on our way toward moving from retrospective reporting to proactive steering and smarter portfolio decisions.

> “In the ongoing transition to more sustainable business models, data is the new gold standard. We increasingly see it as the currency that turns ambition into advantage and environmental performance into trust and long-term value.”

Rouzbeh Amini
Vice President Sustainability Performance

OUR PERFORMANCE > SUSTAINABILITY > OUR ACTIVITIES > OUR FUTURE FOUNDATION

Our intertwining approaches to the business and natural worlds

We are often asked what nature means for us as a business. Increasingly, this is not a fringe concern but a core strategic challenge, as our performance, resilience, and long-term growth are inseparable from the health of natural systems across our value chain.

Put plainly, the business world affects the natural world, and vice-versa. This is why our approach to nature is such an important part of our business strategy. It focuses on tackling critical nature-related challenges across four key areas, and works to address our nature impacts across our business. These include:

- Our own operations: We increase water efficiency and reduce water pollution (nitrogen and phosphorous)
- Our upstream value chain: Our responsible sourcing process reflects the importance of nature through supplier qualification and our due-diligence activities at source
- Our products: We work to improve the biodegradability of our washable products
- At landscape level: Our commitment to work at landscape level is designed to deliver impact at scale for water and biodiversity both beyond our operations and in our value chains

Our approach to nature

While nature impacts from our own operations are within our direct control, our products and sourced raw materials allow us to extend our positive impact across the value chain. Working at landscape level further enables impact at scale on water and biodiversity, supporting long-term water availability, quality, and ecosystem health. For a more detailed version, please see our Sustainability Statements.

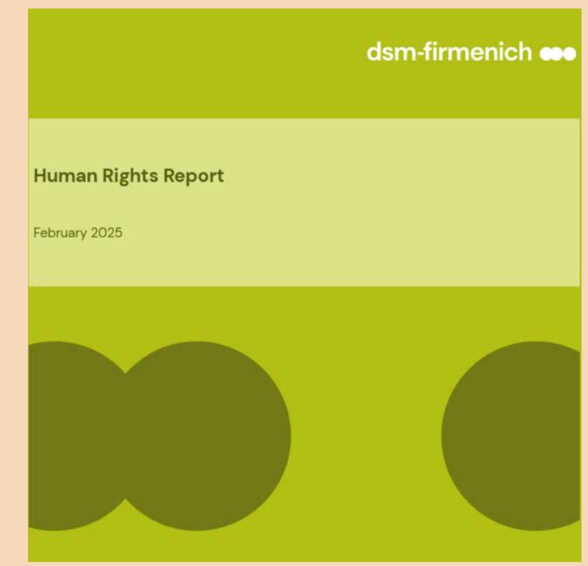
Embedding human rights into our value chain for the long term

Respect for human rights is a foundational element of our Sustainability program and a strategic priority across our value chain.

Our commitment goes far beyond international standards. It reflects a fundamental belief that responsible business practices are essential to building trust, safeguarding resilience, and creating shared value for People and Planet.

Achieving this requires a clear understanding of where our activities may pose risks, so in 2025, we conducted a global human rights risk assessment. Aligned with the UN Guiding Principles on Business and Human Rights and the OECD Guidelines, it examined our activities through a geographic, sectoral, and operational lens. Risks were prioritized based on the severity of potential harm and the likelihood of impact on rightsholders.

We identified key risks within our own operations, including working conditions, discrimination, freedom of association, collective bargaining, and environmental degradation with human rights implications. In the supply chain, child labor and forced labor emerged as additional risks.



Our annual Human Rights Report

The report, which you can find here, outlines our commitment to human rights across our operations and supply chains. It details our policies, due diligence frameworks, engagement programs, and initiatives on child labor, fair wages, and worker protection. We will publish an updated report in 2026, which will highlight our progress on audits, training, and collaborations, while also emphasizing transparency, grievance mechanisms, and compliance with global legislation.

OUR PERFORMANCE > SUSTAINABILITY > RATINGS AND RANKINGS

Our ratings and rankings

Sustainability is an overarching goal of ours, but we also like to think about it in material terms. This is reflected by our inclusion in several key environmental, social, and governance (ESG) benchmarks and ratings, many of which rate us as a (sector) leader.

Given the number of benchmarks, participating in each isn't feasible, so we annually review and prioritize participation. In 2025, our priorities and outcomes were as follows:

CDP

We secured a Double A rating for Climate and for Water Security for our disclosures in 2025 on the reporting year 2024, placing us in the top 4% of companies scored by CDP globally.

EcoVadis

We received a Platinum medal from EcoVadis in January 2026 on our 2025 performance. This rating places us in the top 1% of all companies assessed by EcoVadis in the past 12 months.

Bloomberg

Bloomberg rated us as Leading on the three dimensions of Environment, Social and Governance.

FTSE4Good

dsm-firmenich is a constituent of the FTSE4Good Index, which is designed to measure the performance of companies demonstrating specific ESG practices.

ISS

We were assessed at the end of the year with a low-risk rating from ISS QualityScore. ISS ESG reconfirmed dsm-firmenich as 'Prime' according to its rating methodology. Our rating of B- puts us in the top decile relative to our industry group.

MSCI

MSCI rated us as 'AA', highlighting above industry average performances on governance, product carbon footprint, and water stress practices.

S&P Global CSA

We received an ESG score of 59 from S&P Global, an improvement of 12 points versus 2024.

OUR PERFORMANCE > QUALITY

Quality

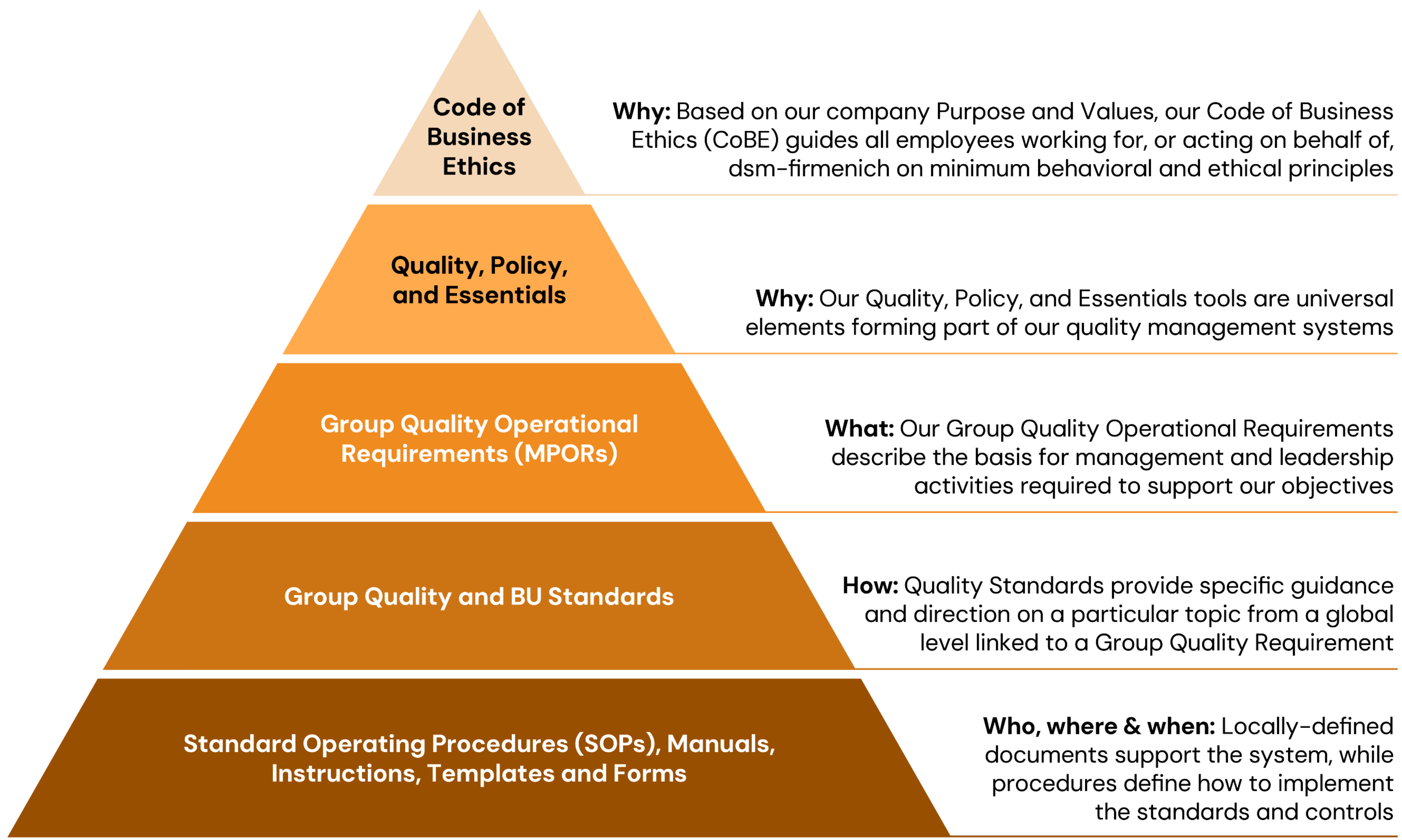
Quality is a key differentiator for business growth. It is every customer's right and every employee's responsibility, as well as a shared commitment across every role and function.

We apply this philosophy to each individual customer transaction and to everything that underpins them. Our goal is to be the partner of choice for our customers, understanding their needs and delivering on their expectations in a close collaborative relationship. With this goal, we embrace all the possibilities of cross-functional collaboration to deliver excellence and drive continuous improvement.

Our Quality strategy

Our Quality strategy is anchored in a comprehensive governance model comprising guiding principles, requirements, standards, and procedures that direct quality at both the Group and Business Unit level. The practices required to implement these are set out in our quality management system governance documents, including the management principles, operational requirements, standards, and standard operating procedures.

The theory and practice of our strategy are captured in our Quality Policy and Quality Essentials. Our entire approach supports our purpose and values and is governed by our Code of Business Ethics.



Our Group Quality strategy – Quality Management System

Quality at Group level

Our Quality vision, policy and Group-wide quality management system exist to ensure customer satisfaction, Quality compliance, and Group-wide Quality risk management. Quality requirements in key areas such as supply and procurement, design and innovation, production, distribution, and customer requirements are defined at this level. The Group provides shared expertise in fields such as product protection, digitalization, and any other quality-related topics, benefiting the company as a whole. External certifications such as ISO and FSSC are managed at this level, as is the management of Group key performance indicators.

Quality at Business Unit level

Our Business Units interface directly with our customers and are therefore responsible for managing all customer-related quality activities. The Business Units conduct global activities within their own organization, ensure performance against external certification standards, and manage both Group Quality policies and Quality priorities specific to their own organization.

Together, Group and Business Unit Quality form the Quality Leadership Team, and they oversee and support Quality operations at site level. By means of key cultural transformation initiatives such as the Quality Awards, campaigns and celebrations, we create one quality community that is fully committed to our core quality principles and delivering our ambition to be the partner of choice for our customers.

Our core Quality principles

Our Executive Committee, management and employees are fully committed to our policy and act in accordance with our four principles:

- Quality culture: We foster an environment that emphasizes how quality and product protection are every customer's right and every employee's responsibility. We strive for operational excellence and zero defects, empower employees to identify and initiate ideas to improve our processes and take action to protect customers and our planet
- High standards: We comply with all local and international laws, follow relevant market standards for quality, food and feed safety, fraud, and defense. We maintain pharmaceutical and cosmetic good manufacturing practices and religious business management practices (Halal, Kosher)
- Crafted with care: We take pride in creating, manufacturing, and delivering safe products. We use state-of-the-art tools, processes, and an effective integrated end-to-end quality management system to ensure our products and services meet the highest standards
- Continuous improvement: We actively seek customer feedback and use this to help us improve. We drive sustainable quality performance by establishing and monitoring measurable quality objectives to improve and prevent quality defects continually. We pursue excellence in execution

Celebrating World Quality Day 2025

For three consecutive years, we have celebrated World Quality Day. The theme for World Quality Day in 2025 was "Cultural Transformation Through Thinking Differently." We developed this theme to help our colleagues understand how we all have a role in maintaining and improving quality by embracing four essential behavioral elements:

- Mindset shift
- Empowerment
- Innovation in quality
- Leadership

The dsm-firmenich Quality Awards 2025

We celebrated our second consecutive dsm-firmenich Quality Awards in 2025. This initiative stimulated great efforts in creative problem-solving, generating 36 entries. The winning sites were Tuas (Singapore), Thirsk (UK), and a combination of premix sites in Latin America. The winning initiatives demonstrated that consistently keeping quality at front of mind in daily activities can significantly enhance our performance.

OUR PERFORMANCE > DATA GOVERNANCE AND AI

Data governance and AI

Data governance

Data governance is a cornerstone of our digital transformation strategy, and we work to ensure data remains secure, reliable, and valuable across the organization, via our data foundation program. In 2025, we advanced several policies and standards to strengthen our governance framework, defining roles and responsibilities, establishing taxonomies, and setting quality benchmarks to ensure consistency and compliance across domains. In parallel, we continued to evolve and rationalize our data ecosystem so that data can flow seamlessly and securely across the company as products of business processes, while still supporting ongoing and new analytics, AI, and innovation.

Governance, oversight and engagement

In 2025, we enhanced our Responsible AI policy by establishing a dedicated Responsible AI committee to oversee governance, transparency, and ethical conduct. It manages risk assessments, compliance, and development procedures. Our Data and AI Standards clarify roles, guide buy-vs-build decisions, and support teams in delivering scalable solutions. We also engage employees, customers, and partners to address concerns related to AI deployment. Through transparent reporting and ongoing dialogue, we assess impacts on sustainability, human rights, and ethical conduct, supporting long-term value creation.

Artificial intelligence (AI)

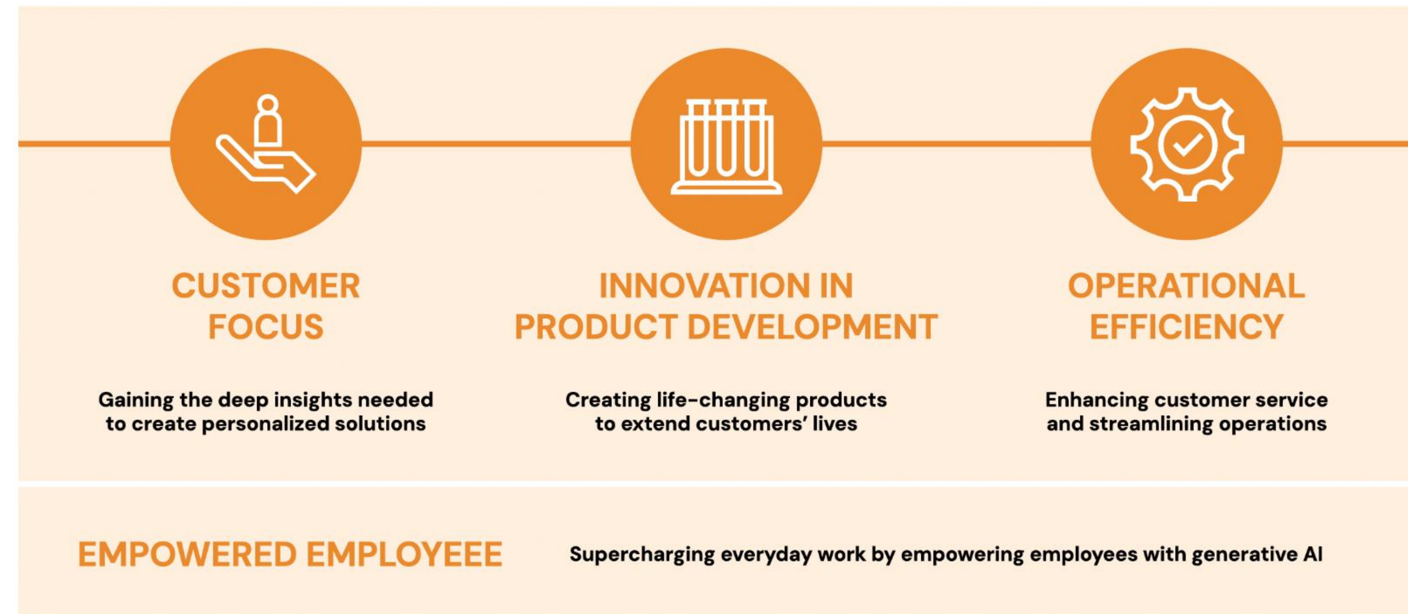
AI is pivotal to transforming how we operate, compete, and create value, enabling better decision-making and greater operational agility. We believe our scale, internal data, and talent provide an excellent foundation for AI to drive innovation and efficiency. Our strategy embeds AI into the company's priority processes -like product creation- to deliver measurable business outcomes.

However, the pace of advancement, evolving regulations, and growing ethical concerns around AI pose operational and reputational risks to our business.

Risk identification and mitigation

We have implemented a comprehensive plan to address AI-related risks, including bias. Updated frameworks and practices strengthen accountability and ensure systems operate securely, ethically, and reliably while enabling ambitious use-case development. In response to these challenges, we are also modernizing our technology infrastructure (for agentic AI) and addressing competition for AI talent through targeted investments, in key locations.

Employee adoption remains a key change management challenge. We continue to create material supported by training, workshops and awareness initiatives to promote responsible and effective AI use. This means that as employees explore the opportunities and limitations presented by AI, they will become more effective owners and users of digital solutions, which will drive increased adoption and deliver improved business value.



Our four AI focus areas

Our AI focus

We envision AI supercharging our business across four key areas:

- Customer focus
- Innovation in product development
- Operational efficiency
- Empowerment of employees

Business Unit impact

For P&B, TTH, and HNC, our AI tools helped match the most suitable product to the customer's specific requirements. AI also aided in the processes of formulation development and evidence generation for all three Business Units. P&B and TTH additionally saw benefits from AI use in ingredient discovery and customer care, while P&B was aided with inventory optimization. Finally, our company-wide AI program, 'We Are Superhumans', is already delivering benefits, and is described in further detail on the following page.

AI-driven formula generation

Innovation in product development is central to our strategy, and the introduction of our AI-driven formula generation assistant exemplifies this commitment. By leveraging advanced algorithms, our creators are now able to generate provisional perfume and flavor formulas tailored to specific criteria, streamlining the formulation process and freeing up valuable time for the creative and strategic aspects of their work.

This initiative not only enhances productivity within our teams but also accelerates the delivery of new products to market, supporting both operational efficiency and sales growth. Finally, it underscores our focus on harnessing technology to drive value and maintaining our competitive edge.

AI-powered sensory description

Operational excellence is reinforced by our AI-powered sensory description service, which instantly provides comprehensive and standardized sensory profiles for new formulas.

By automating what was previously a manual and time-intensive task, this service ensures consistency and accuracy in product descriptions, creating a single source of truth across the organization. The result is a more efficient workflow for creators and teams, supporting faster communication and decision-making while upholding the highest standards of quality.

Our strategy for 2026

Looking ahead, we aim to accelerate impact and capture business value using AI through the following steps:

- Focus and build on our learnings: We will continue prioritizing use cases that provide value and allow us to continue to build an all-encompassing foundation. Our end-goal is to consolidate a single AI inventory to avoid fragmentation and double spend
- Anchor our foundations: We will continue to invest in AI enablers: data, tech, internal talent, and change management
- Scale the 'We are Superhuman' campaign: We will prioritize existing change management and adoption plans to move from 'experiments' to 'business as usual,' embedding a culture of innovation across the business in a responsible manner
- Prepare for the future: We will continue to develop our thought leadership in AI application and will accelerate building the right partnership in the AI space, ultimately reinforcing our data competences and expanding our AI strategy in a continuous manner

As this strategy matures, we aim to further embed AI across our business processes in innovative new ways, combining our existing scientific expertise with cutting-edge AI technologies to enable more robust, sustainable, and value-generating solutions. Our objective is to progress beyond combining solutions for specific individual purposes to the creation of a fully integrated process landscape that comprehensively supports our employees with their decision-making.

Superhuman progress in 2025

In March 2025, we were proud to launch our new 'We Are Superhuman' campaign.

"We are Superhuman" is all about promoting responsible AI adoption. The goal is to help employees be faster, smarter, and more empowered at work, while also shaping a working environment where humanity is seamlessly integrated with technology. All employees now have access to Copilot Chat, a secure, enterprise-grade alternative to ChatGPT, and for advanced users we also offer Copilot Pro, which can be used as an AI assistant to boost productivity. Across the year, we saw a fantastic take-up.

Governance, Risk Management, and Business Ethics

GOVERNANCE, RISK MANAGEMENT, AND BUSINESS ETHICS > GOVERNANCE FRAMEWORK

Governance framework

Our commitment to good corporate governance ensures transparency, accountability, and trustworthiness. It also drives our long-term objective of creating value along the triple bottom line of economic performance, environmental quality, and social responsibility.

Preliminary remarks

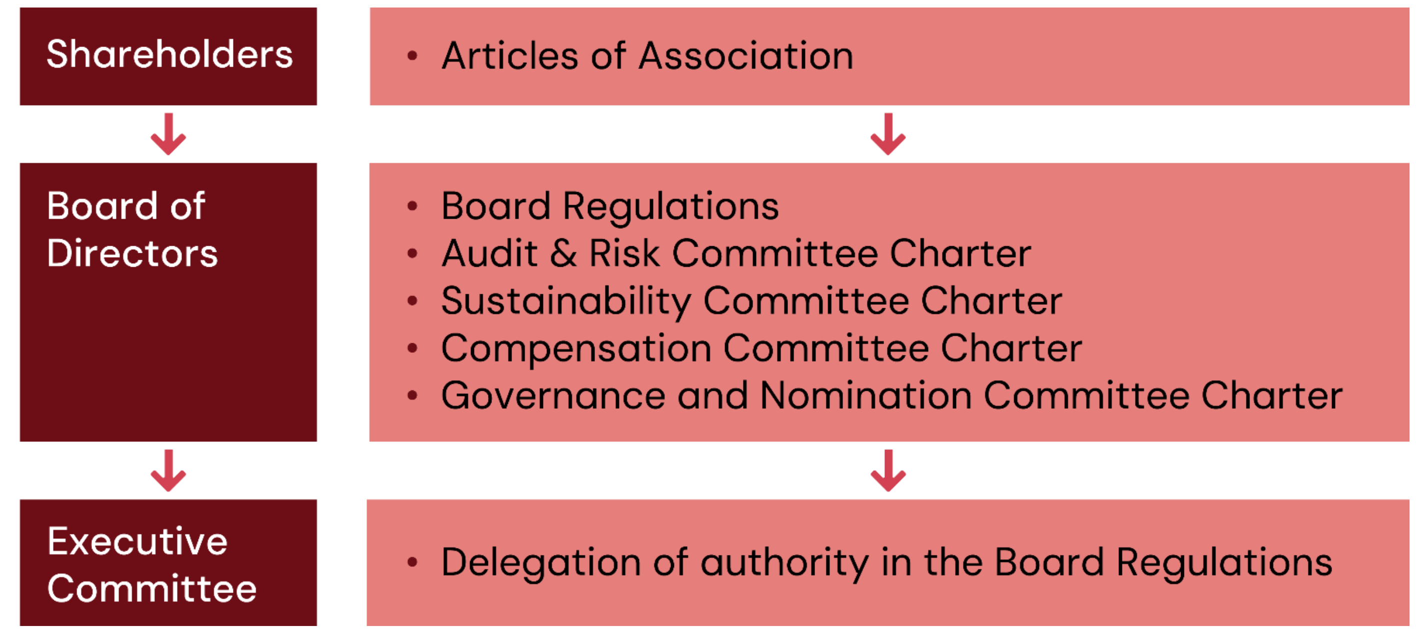
DSM-Firmenich AG is a company constituted under Swiss law whose shares are listed on the Amsterdam Stock Exchange (Euronext Amsterdam).

As a Swiss company, the key applicable governance requirements to DSM-Firmenich AG (also referred to as the 'Company') are the Swiss Code of Obligations (CO) and the standards established by the Swiss Code of Best Practice for Corporate Governance.

Due to its listing on Euronext Amsterdam, the Company is subject to the EU Market Abuse Regulation, the Dutch Financial Supervision Act, and the relevant reporting requirements of the Dutch Decree on Transparency. The SIX Directive on 'Information relating to Corporate Governance' does not apply, as the Company is not listed on the SIX Swiss Exchange.

Governance framework

The Company's internal corporate governance framework is based on its Articles of Association. The Organizational Regulations of the Board of Directors, its Committees, and the Executive Committee (the 'Board Regulations') further clarify the duties, powers, and regulations of the governing bodies of the Company.



Our governance framework

The Board of Directors (also referred to as the 'Board') has established four Committees: the Audit & Risk Committee, the Sustainability Committee, the Compensation Committee, and the Governance & Nomination Committee.. These Committees assist the Board of Directors in its work. The duties and functioning of the Committees are laid down in Committee Charters. Except where otherwise provided by law, the Articles of Association, and the Board Regulations, all aspects of management are fully delegated by the Board of Directors to the CEO and the Executive Committee, with the power to further sub-delegate.

Group structure, capital structure, and shares

Group structure

DSM-Firmenich AG and Group companies

DSM-Firmenich AG is the parent company of the dsm-firmenich Group (the 'Group' or 'dsm-firmenich'). DSM-Firmenich AG is a company incorporated under Swiss law with its registered office at Wurmisweg 576, 4303 Kaiseraugst, Switzerland. The Group's operating businesses are organized into four Business Units: Perfumery & Beauty; Taste, Texture & Health; Health, Nutrition & Care; and Animal Nutrition & Health. The principal subsidiaries of the Group are shown in Note 3 Investments to the Parent Company Financial Statements. The Company does not have any publicly listed subsidiaries.

Significant shareholders

Shareholdings of 3% or more in the Company must be disclosed to the Dutch Authority for the Financial Markets (AFM). Information about substantial holdings and gross short positions of shares can be found here.

Cross-shareholdings

As at December 31, 2025, DSM-Firmenich AG had no cross-shareholdings.

Capital structure

Share capital

As at December 31, 2025, the share capital of DSM-Firmenich AG amounted to €2,656,763.88, divided into 265,676,388 fully paid-up registered shares with a par value of €0.01 each. In addition, the Company has a conditional capital of €132,838.19 (corresponding to 13,283,819 registered shares with a par value of €0.01 each) for employee benefit plans and equity-linked financing instruments.

Capital band and share buyback program

On May 6, 2025, the Annual General Meeting adopted an amendment of the capital band provision in the Articles of Association authorizing the Board of Directors to conduct one or more capital increases and decreases at any time until May 6, 2030 within an upper limit of €2,922,440.26 (corresponding to 292,244,026 registered shares with a par value of €0.01) and a lower limit of €2,391,087.50 (corresponding to 239,108,750 registered shares with a par value of €0.01), as well as to introduce a limitation for dilutive share capital increases.

For a description of the terms and conditions of the issuance of conditional and capital increases/reductions under the capital band, please refer to Articles 3a, 3b, 3c, and 3d of the Articles of Association.

This authorization will be used to reduce the capital following the implementation of the Company's share buyback program announced on February 13, 2025 and completed on December 2, 2025, with a total number of shares repurchased under this program of 12,930,796 shares at an average price of €83.51 and for a total consideration of €1.08 billion. Of the total, 881,355 shares have been repurchased to cover commitments under the Group's share-based compensation plans, and 12,049,441 shares have been repurchased for capital reduction purposes.

Listing

Shares are listed on Euronext Amsterdam under the symbol DSFIR (ISIN CH1216478797). In the US, a sponsored unlisted American Depositary Receipts (ADR) program is offered by Deutsche Bank Trust Company Americas under the symbol DR (ISIN US7802491081), with four ADRs representing the value of one share.

Multi-deposit structure

The shares have a multi-deposit structure in which they are deposited in the central security depositories (CSDs) of both the Netherlands and Switzerland.

This means that the shares can be held either via Euroclear Nederland ('Euronext shares'; ISIN CH1216478797) or via the Company's share register at SIX SIS in Switzerland ('SIX SIS shares'; ISIN CH1267772122). The shares are traded on Euronext Amsterdam. Settlement of the shares is possible through the facilities of Euroclear Nederland.

SIX SIS shares can be exchanged into Euronext shares and vice-versa at any time. If requested by a shareholder, the Company facilitates, through ABN AMRO Bank N.V. Corporate Broking & Issuer Services (email: contact.dsm-firmenich@nl.abnamro.com, telephone +31 20 6286070), the transfer of their shares from the facilities of Euroclear Nederland to the facilities of SIX SIS, and vice versa. Shareholders wishing to do so should contact their custodian bank or broker, which must contact ABN AMRO, to effect such transfers.

Changes in capital

There were no changes to the Company's share capital in 2025. As announced on December 2, 2025, the Company intends to cancel 12,049,441 shares in the first quarter of 2026. This cancellation will reduce the number of issued shares by c. 4.5% from 265,676,388 shares to 253,626,947 shares following the share buyback program. For more information see our website.

Convertible bonds and options

There are no bonds, warrants, options, or other securities granting rights to shares other than options and share units (PSUs and RSUs) granted under the equity-based participation plan for employees.

Dividend and share price

Dividend

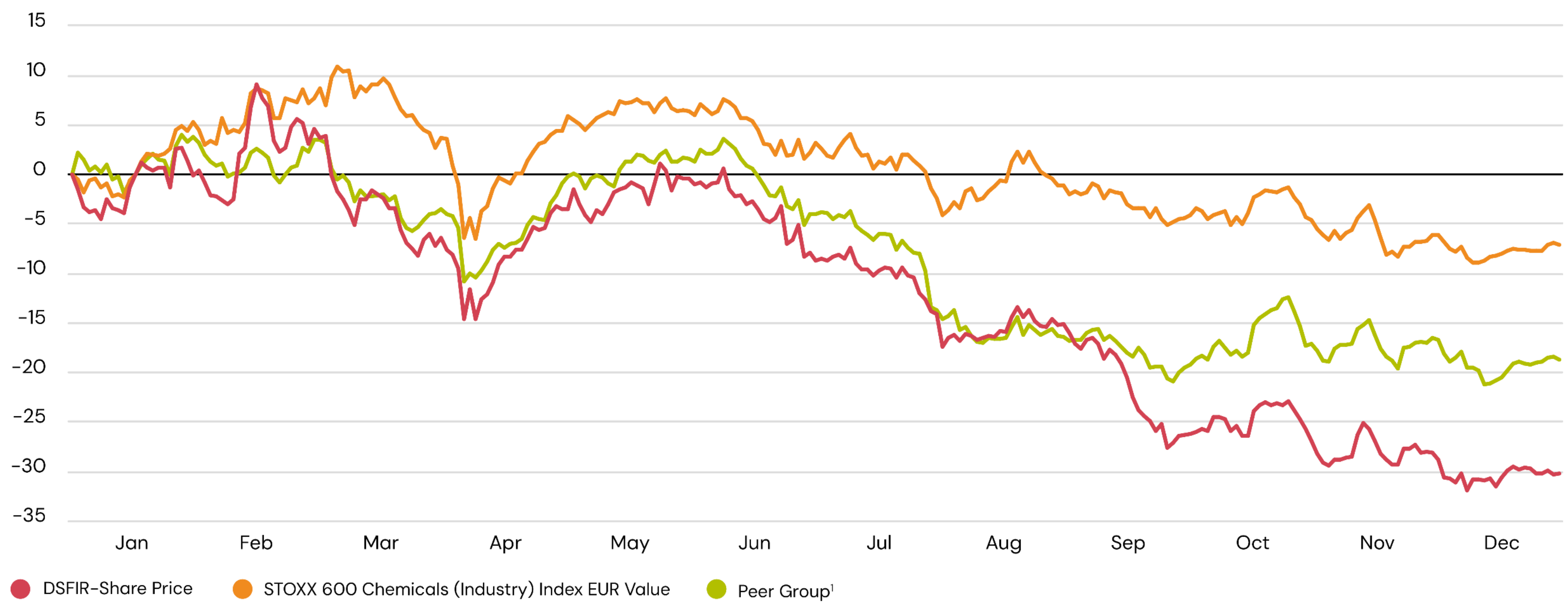
On May 6, 2025, the Annual General Meeting of DSM-Firmenich AG adopted the proposal for a dividend payment of €2.50 per ordinary share. The dividend was paid on May 16, 2025, partially (57.5%) out of capital contribution reserves and partially (42.5%) out of available earnings.

Share price

dsm-firmenich shares fell 29.1% in 2025 (STOXX Europe 600 Chemicals Index: -6.3%). The highest price was €107.40 (on February 14, 2025), and the lowest was €67.06 (on December 9, 2025). Throughout 2025, sentiment across the Consumer Ingredients sector remained subdued, with customer sentiment becoming more cautious due to geopolitical concerns, among other things. As investors rotated toward other sectors, including military and artificial intelligence, valuation multiples across the consumer ingredients group declined significantly from the levels seen in recent years, leaving the sector trading closer to ten-year average forward price-to-earnings levels. Against this backdrop, dsm-firmenich's share price performance was largely shaped by broader sector dynamics, alongside company-specific factors such as the ANH exit process. Investors generally adopted a wait-and-see stance, resulting in relative underperformance during much of 2025 before trading broadly in line with peers.

Share price development

Price change in %



1 Peer Group: Givaudan, Symrise, International Flavours & Fragrances, Novonesis, Croda International, Kerry Group

Geographical spread of shares outstanding

in %	2025	2024
Switzerland	36	36
North America	24	23
Continental Europe	19	23
UK & Ireland	11	10
Netherlands	8	6
Rest of World	2	2

GOVERNANCE, RISK MANAGEMENT, AND BUSINESS ETHICS > BOARD OF DIRECTORS

The dsm-firmenich Board of Directors

Composition

According to our Articles of Association and Board Regulations, the Board of Directors is composed of between nine and 12 non-executive Members, save in extraordinary circumstances.

Term and election

Members of the Board and the Chairman are elected by the Annual General Meeting (AGM) on an individual basis for one year, ending with the conclusion of the next AGM. Re-election is permitted. According to Board Regulations, a member's mandate is a maximum of 10 years. Unless terminated earlier, a member's mandate automatically terminates on the date of the AGM called to approve the accounts for the financial year in which such member has reached the age of 70. These limits support our commitment to renew the Board on an ongoing basis, in line with international best practice.

At the AGM in May 2025, 11 members of the Board were re-elected for one year until the 2026 AGM. Thomas Leysen was re-elected as Chairman.

As at December 31, 2025, the Board of Directors has 11 members.

The dsm-firmenich Board of Directors.
From left to right: Frits van Paasschen, Carla Mahieu, Erica Mann, John Ramsay, André Pometta, Corien Wortmann, Richard Ridinger, Patrick Firmenich, Thomas Leysen, Dr. Sze Cotte-Tan and Dr. Antoine Firmenich

GOVERNANCE, RISK MANAGEMENT, AND BUSINESS ETHICS > BOARD OF DIRECTORS > COMPOSITION

Composition of the Board of Directors

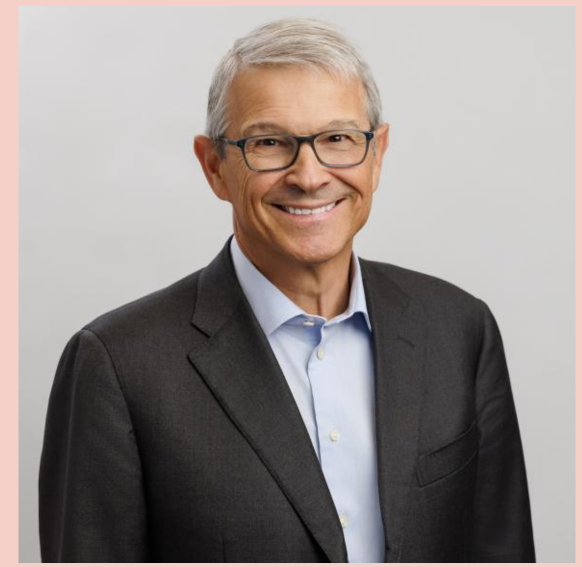
Thomas Leysen

Chairman of the Board of Directors
(first elected in 2023)
Member of the Compensation Committee

Thomas Leysen has spent a large part of his career at Umicore, which was transformed under his leadership from a metals producer to a materials technology group with leading positions in battery materials, automotive catalysts, and precious metals recycling. He was CEO of the company until 2008, after which he became Chairman of the Board of Directors. He has been Chairman of the Board of Mediahuis, a European media company, since its formation in 2013. He has long been committed to the promotion of sustainable development, and was the founding Chair of The Shift, a coalition of businesses and non-governmental organizations in Belgium. He was Chairman of the Federation of Enterprises in Belgium from 2008 to 2011.

Between 2011 and 2020, Thomas Leysen was Chairman of the Board of KBC Group, a banking and insurance group with activities mainly in Belgium, Central Europe, and Ireland. He was appointed a Member of the Supervisory Board of Royal DSM N.V. in 2020 and served as its Chair from 2021 to 2023, when DSM and Firmenich merged.

- **Nationality & Year of Birth**: Belgian, 1960
- **Education**: Master's in Law, KU Leuven (Belgium)
- **Listed Company Boards**: Umicore: Non-Executive Chair of the Supervisory Board
- **Non-Listed Company Boards**: Mediahuis: Non-Executive Chair of the Board
- **Other Memberships**: Myriad USA and Myriad Canada, Chair of the Foundation; Mayer van den Bergh Museum, Chair of the Board of Trustees; World Wildlife Fund (WWF) Belgium, Chair of the Board



Patrick Firmenich

Vice-Chair of the Board of Directors
(first elected in 2023)
Chair of the Governance & Nomination Committee

Patrick Firmenich served as CEO of Firmenich, the world's largest privately owned fragrance and taste company, from 2002 to 2014. He served as Chairman of the Firmenich Board from 2016 to 2023, when DSM and Firmenich merged. Throughout his tenure at Firmenich, he demonstrated his entrepreneurial leadership by significantly advancing Firmenich's global position by means of organic as well as inorganic growth; he also greatly enhanced the organization's responsiveness to client needs and the market environment. He sustained Firmenich's significant investment in R&D and its legacy of game-changing technologies while developing an ambitious sustainability strategy for the company, which led to the company achieving world-class Health, Safety & Environmental performance. Patrick Firmenich first joined Firmenich in 1990 and spent a decade successfully leading the strategic development of the company's International Fine Fragrance business in New York and Paris before being appointed to the Executive Committee in 1999. He was a member of the Board of Jacobs Holding AG until 2023 and a member of the Board of INSEAD and of the INSEAD World Foundation until 2025. In 2020, he won the EY Entrepreneur of the Year™ Switzerland award for Family Business.

- **Nationality & Year of Birth:** Swiss, 1962
- **Education**: Master's in Law, University of Geneva (Switzerland), Admitted to Geneva Bar; MBA, INSEAD, Fontainebleau (France)
- **Listed Company Boards**: UBS AG: Non-Executive Director

GOVERNANCE, RISK MANAGEMENT, AND BUSINESS ETHICS > BOARD OF DIRECTORS > COMPOSITION

Composition of the Board of Directors

Dr. Sze Cotte-Tan

Member of the Board of Directors (first elected in 2023)
Member of the Sustainability Committee

Sze Cotte-Tan has more than 30 years' industry experience in food and nutrition, spanning Asia Pacific, Europe and North America. She is currently Executive Director of the Singapore Institute of Food and Biotechnology, A*STAR Research Entities, a public research organization under the Ministry of Trade and Industry. She is also an adjunct Professor at the Singapore Institute of Technology.

Her last executive role in the industry was Executive Vice President and Chief Technology Officer of CJ Cheil Jedang, a South Korean food and biotechnology conglomerate, in which she played a pivotal role in expanding the company's innovation footprint globally, transforming R&D into a strategic growth driver. Prior to this, Sze Cotte-Tan held several roles in Nestlé, including Centre Director of R&D, Singapore, and R&D Director in strategic business units for nutrition and healthcare in Vevey, Switzerland. A food scientist by training, Sze Cotte-Tan brings a wealth of experience in R&D leadership, innovation management and public-private partnerships across government, academia and industry.

- **Nationality & Year of Birth:** Singaporean, 1969
- **Education:** Ph.D. in Food Sciences, University of Leeds (UK); MBA, Simon Business School, University of Rochester (USA)
- **Non-Listed Company Boards**: Foodplant Pte Ltd, Non-Executive Chair; Clay Capital, Member of the Advisory Committee

Dr. Antoine Firmenich

Member of the Board of Directors (first elected in 2023)
Chair of the Sustainability Committee
Member of the Audit & Risk Committee

Antoine Firmenich has been CEO and Managing Director of Aquilus Pte Ltd in Singapore since 2008. He is a founding partner of Alatus Capital, a value investment management firm, which has worked over the past decade and a half with a number of preeminent global foundations, pension funds, endowments, and discerning long-term investors.

Over the past 16 years, he has been increasingly involved in sustainability and climate issues, supporting basic research projects on several continents, and driving high-impact investment and policy initiatives centered on health and education as well as the long-term health of oceans and coastal ecosystems. Antoine Firmenich was appointed Board Member of Firmenich in 2009, a position he held until 2023, when DSM and Firmenich merged. He has served on a number of other corporate boards, including SIX-listed Nobel Biocare, the world's largest dental implant and digital dentistry company (since then taken over by Danaher).

- **Nationality & Year of Birth**: Swiss, 1965
- **Education:** Bachelor of Science in Life Sciences, MIT (USA); Ph.D. in Biochemistry, Stanford University School of Medicine (USA); MBA, Stanford University Graduate School of Business (USA)
- **Non-Listed Company Boards**: Aquilus Pte Ltd (Singapore), Managing Director; Aquilius Management Ltd (Bermuda), Executive Director; Alatus Capital, Co-Founder and Non-Executive Director
- **Other Memberships:** Stanford Interdisciplinary Lifesciences Council (SILC), Nominated Member; MAC3, Managing Director

GOVERNANCE, RISK MANAGEMENT, AND BUSINESS ETHICS > BOARD OF DIRECTORS > COMPOSITION

Composition of the Board of Directors

Carla Mahieu

Member of the Board of Directors (first elected in 2023)
Chair of the Compensation Committee
Member of the Governance & Nomination Committee

Carla Mahieu was appointed to Aegon's global Management Board in 2016 and served as its Executive Vice-President and Global Head of Human Resources until 2021. Prior to this, she was Philips' Senior Vice President Corporate Human Resource Management and worked for Spencer Stuart as Director, Consultant, and Principal.

Carla Mahieu started her career with Shell in 1984, where she worked for 15 years and held various management positions within Human Resources, Communications, and Corporate Strategy. She has served as Non-Executive Director of the Koninklijke BAM Groep and of the Duisenberg School of Finance (Netherlands). She was a Member of the Supervisory Board of Royal DSM N.V. during a two-year tenure, until DSM and Firmenich merged in 2023. Carla Mahieu currently serves as Non-Executive Director at the Supervisory Boards of Arcadis, Vodafone Ziggo Group B.V. Netherlands, and CVC DIF Capital Partners B.V.

- **Nationality & Year of Birth:** Dutch, 1959
- **Education:** Master's in Economics, University of Amsterdam (Netherlands)
- **Listed Company Boards**: Arcadis, Non-Executive Director
- **Non-Listed Company Boards:** Vodafone Ziggo Group B.V. Netherlands, Non-Executive Director; CVC DIF Capital Partners B.V., Non-Executive Director
- **Other Memberships**: Stichting Continuiteit Post NL, Board Member; Priority Foundation of Arcadis, Board Member

Erica Mann

Member of the Board of Directors (first elected in 2023)
Member of the Sustainability Committee
Member of the Governance & Nomination Committee

Erica Mann has over 30 years' experience in roles of increasing responsibility across the healthcare industry. She is a former Executive Board Member of Bayer AG (DAX) and former CEO and Global President of Bayer's Consumer Health Division. She was the first woman in the company's 150-year history to be appointed to Bayer's Management Board. She is a true global citizen who has lived and worked on four continents and has deep experience in emerging markets and extracting strategy from trends with a strong focus on culture and risk management. Erica Mann was the first woman to serve as Chair of the World Self Medication Industry Association, the global association for the over-the-counter drug industry. She was a Member of the Supervisory Board of Royal DSM N.V. during a four-year tenure, until DSM and Firmenich merged in 2023, and served on the Board of the Perrigo Company from 2019 to 2024. In 2024, she was appointed Non-Executive Director of ALS Ltd, a company providing testing, inspection, certification and verification services globally. Furthermore, in March 2025, Erica Mann was appointed Non-Executive Director of Kenvue Inc., a global health and wellness company. Following Mars's acquisition of Kellanova, she stepped down as Non-Executive Director of Kellanova in December 2025. She was listed in Fortune's 'Most Powerful Women International' both in 2016 (ranked #40) and 2017 (ranked #36).

- **Nationality & Year of Birth:** Australian, 1958
- **Education:** ND Analytical Chemistry, Tshwane University of Technology (South Africa); Marketing Management, Damelin College (South Africa)
- **Listed Company Boards:** Kellanova (formerly The Kellogg Company) (stepped down in December 2025), Non-Executive Director; ALS Ltd, Non-Executive Director; Kenvue Inc.; Non-Executive Director (since March 2025)

GOVERNANCE, RISK MANAGEMENT, AND BUSINESS ETHICS > BOARD OF DIRECTORS > COMPOSITION

Composition of the Board of Directors

Frits van Paasschen

Member of the Board of Directors (first elected in 2023)
Member of the Audit & Risk Committee
Member of the Compensation Committee

After spending the first years of his career in management consulting with the Boston Consulting Group and McKinsey & Co, Frits van Paasschen joined Disney Consumer Products and later Nike. He held numerous positions at Nike, including President of the Americas and later President of EMEA.

Frits van Paasschen then became the CEO of Coors Brewing Company. His last executive position held was CEO of Starwood Hotels and Resorts. In January 2017, he published 'The Disruptor's Feast', subtitled: 'How to avoid being devoured in today's rapidly changing global economy.' He is CEO and Founder of the Disruptor's Feast Advisory. He was a Member of the Supervisory Board of Royal DSM N.V. during a six-year tenure, until DSM and Firmenich merged in 2023.

- **Nationality & Year of Birth**: Dutch/American, 1961
- **Education**: Bachelor of Arts in Economics and Biology, Amherst College (USA); MBA, Harvard Business School (USA)
- **Listed Company Boards:** Williams Sonoma, Non-Executive Director; Amadeus IT Group, Non-Executive Director
- **Non-Listed Company Boards:** Another Star (formerly citizenM Hotels). Non-Executive Director; JCrew Group, Non-Executive Director

André Pometta

Member of the Board of Directors (first elected in 2023)
Member of the Compensation Committee

André Pometta started his career with the Zuellig Group in Manila (Philippines) holding positions in sales, marketing, and operations. He joined Firmenich in 1997 in the Fragrance division and spent most of his career working for customers in Southeast Asia, the Middle East, North Africa, Eastern Europe, and China. He led and implemented strategies that delivered significant growth with local and global customers in emerging markets. He was appointed President of Firmenich China in 2008 and was a member of Firmenich's Flavor Executive Team until 2013. He played an active role in restructuring the Flavor division, building a culture of customer- and consumer-centricity, and was instrumental in establishing China as its own independent region within the organization. He was a member of the Board of Directors during a 20-year tenure, until DSM and Firmenich merged in 2023. He was also a Board Member of Sentarom SA (the Family holding company of the Firmenich Group) and served at its Chairman from 2021 to 2023. Currently, he advises a select group of international entrepreneurs and senior executives and is working on projects to promote affordable housing in Switzerland. In July 2025, he was appointed as Member of the Board of Fondation Salle à Manger; an NGO focused on promoting, supporting, and developing projects for the guidance, training, and integration of young people experiencing difficulties in their educational or professional lives.

- **Nationality & Year** of Birth: Swiss, 1965
- **Education**: Bachelor of Science in Economics, HEC Lausanne (Switzerland)
- **Non-Listed Company Boards:** White Lobster, Non-Executive Director; Noyb SA (+ Affiliates), Non-Executive Director
- **Other Memberships**: Fondation Salle à Manger, Member of the Board (since July 2025) – pro bono

GOVERNANCE, RISK MANAGEMENT, AND BUSINESS ETHICS > BOARD OF DIRECTORS > COMPOSITION

Composition of the Board of Directors

John Ramsay

Member of the Board of Directors
(first elected in 2023)
Chair of the Audit & Risk Committee

John Ramsay started his career at KPMG before entering the corporate world in 1984, when he joined ICI. He held several, increasingly senior, accounting and finance positions within ICI, which would later become AstraZeneca. He played a leading role in planning and executing the merger of AstraZeneca's agribusiness with Novartis, including the integration and disposal of various businesses post-merger.

John Ramsay also played a leading role in the formation and stock exchange listing of the Syngenta business and became its Group Controller in 2001. In that role, he had to build up the group's finance function from scratch, establishing the organization and reporting systems after the IPO. His last executive position was as Chief Financial Officer (CFO) and Interim CEO of Syngenta AG, which he held until 2016. He has served as Non-Executive Board Member of G4S and was a Member of the Supervisory Board of Royal DSM N.V. during a six-year tenure, until DSM and Firmenich merged in 2023.

- **Nationality & Year of Birth:** British, 1957
- **Education**: Chartered Accountant
- **Listed Company Boards**: RHI Magnesita N.V, Non-Executive Director; Croda International PLC, Non-Executive Director (until March 1, 2025); Babcock International PLC, Non-Executive Director

Richard Ridinger

Member of the Board of Directors
(first elected in 2023)
Member of the Governance & Nomination Committee

Richard Ridinger has extensive experience in science-driven organizations. His most recent role was as the CEO of Lonza, a global leader in Life Sciences, which he held until 2019. In this position, he strengthened Lonza's market position in relevant markets and drove competitive capabilities and productivity improvement in critical areas. Prior to becoming CEO at Lonza, he was responsible for Care Chemicals, the largest group at Cognis, a former division of Henkel, with approximately 3,000 employees.

As a trained chemical engineer, Richard Ridinger's experience spans process development, production management, product and marketing management, leading global business units, and responsibility for leading a worldwide specialty chemicals group. He currently serves as Chair of the Supervisory Board of Brenntag SE. Richard Ridinger has also served as Chairman of the Advisory Committee of Zentiva, and Board Member of Evolva Holding AG and SHL Medical AG. He was a Member of the Board of Firmenich during a seven-year tenure, until DSM and Firmenich merged in 2023.

- **Nationality & Year of Birth**: German, 1958
- **Education**: Master's in Chemical Engineering, University of Karlsruhe (Germany)
- **Listed Company Boards:** Brenntag SE, Chair of the Supervisory Board
- **Non-Listed Company Boards**: Recipharm AB, Chairman of the Board; Novo Holdings, Member of the Advisory Board

GOVERNANCE, RISK MANAGEMENT, AND BUSINESS ETHICS > BOARD OF DIRECTORS > COMPOSITION

Composition of the Board of Directors

Corien Wortmann

Member of the Board of Directors
(first elected in 2023)
Member of the Sustainability Committee
Member of the Audit & Risk Committee

Corien Wortmann served as Chair of the Board of ABP Pension Fund, a world leader in responsible investing, from 2015 to 2022. She was a Member of the European Parliament for the European People's Party (EPP) from 2004 to 2014, and the EPP's Vice President Economy, Finance and Environment. She is currently a Non-Executive Member and Vice Chair of the Board of Directors of Aegon Ltd, a Member and Vice Chair of the Supervisory Board of Deloitte Netherlands, and Chair of the Supervisory Board of Netspar, a scientific network on pensions.

She has served as Chair of the Supervisory Board of Save the Children (Netherlands), as Jury Member of the Business Woman of the Year Prize at Veuve Clicquot, and as Co-Chair of the European High Level Expert Group Next CMU. She was a Member of the Supervisory Board of Royal DSM N.V. for a two-year tenure until DSM and Firmenich merged in 2023. She was a member of the Capital Markets Advisory Board of the Dutch Financial Markets Authority until 2024.

- **Nationality & Year of Birth**: Dutch, 1959
- **Education:** Master's in Political Science and Economics, Vrije Universiteit Amsterdam (Netherlands)
- **Listed Company Boards:** Aegon Ltd, Non-Executive Vice-Chair of the Board
- **Non-listed Company Boards:** Deloitte Netherlands, Vice-Chair of the Supervisory Board
- **Other Memberships**: Netspar, Chair of the Supervisory Board; Koninklijke Hollandsche Maatschappij der Wetenschappen, Member; Planet Bio, Member of the Supervisory Board

Nominated Directors

'Nominated Directors' are those Members of the Board of Directors who are nominated by a Firmenich Shareholder (as such term is defined in Article 4.4. of the Articles of Association) in accordance with the terms of Article 18 of the Articles of Association. Any Firmenich Shareholder, whether alone or together with other Firmenich Shareholders, holding 8.5% or more of the Company's issued share capital, shall have the right to nominate for election one Member to the Board of Directors, provided that only such persons shall be nominated who have the appropriate expertise, skills and reputation for such a mandate as verified by the Governance & Nomination Committee.

Any Firmenich Shareholder, whether alone or together with other Firmenich Shareholders, holding 17% or more of the Company's issued share capital, has the right to nominate two Members for the Board of Directors. These nomination rights are for a maximum of three Nominated Directors in total. As at December 31, 2025, the Nominated Directors are Patrick Firmenich and Antoine Firmenich.

GOVERNANCE, RISK MANAGEMENT, AND BUSINESS ETHICS > BOARD OF DIRECTORS > COMPOSITION > INDEPENDENCE, DIVERSITY, AND SKILLS

Independence, diversity, and skills of the Board of Directors

Independence

Article 3.2 of the Board Regulations outlines the independence criteria, which require a majority of the Board to be non-executive and independent. An Independent Director is defined as:

- The Member has never been a Member of the Executive Committee, or else was a Member of the Executive Committee more than three years ago
- The Member has never served as lead auditor of the Group's external auditor, or else served as the lead auditor more than two years ago
- The Member does not have significant business relationships with the Group
- Nominated and former Nominated Directors are not regarded as Independent Directors

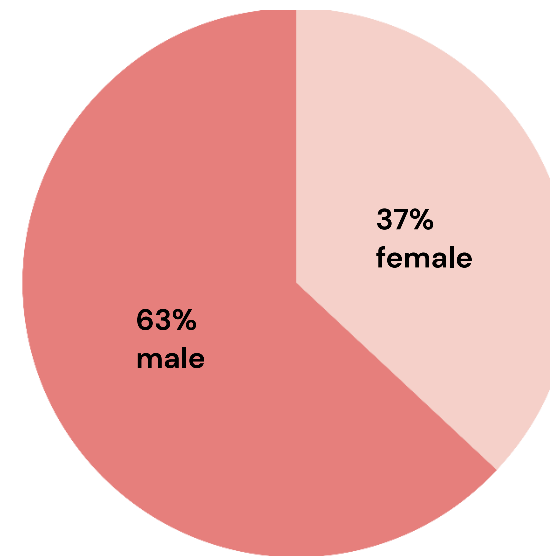
As at December 31, eight are Independent Directors and three (Patrick Firmenich, Antoine Firmenich, and André Pometta) are not regarded as Independent Directors. All Members of the Board are non-executive.

Diversity

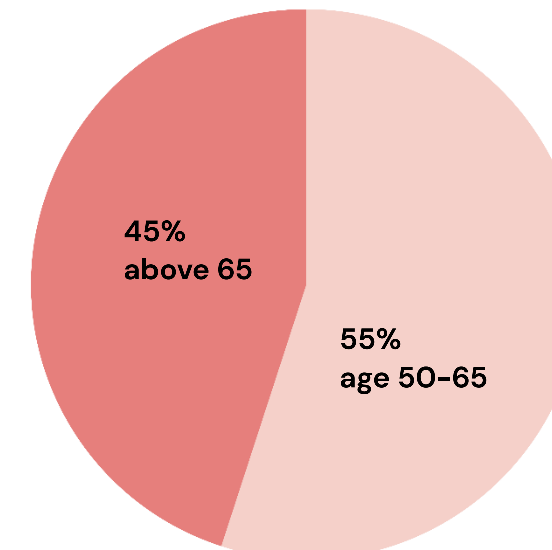
The Board prioritizes and embraces diversity. Diversity of gender, age, nationality, ethnicity, experience, background, and thought are key factors in its success and effectiveness. The Board comprises seven men and four women. Three Members are Swiss, two are Dutch, one German, one Dutch-American, one British, one Singaporean, one Australian, and one Belgian. Diversity is a critical area of focus and a key criterion for selecting and nominating new Members of the Board and the Executive Committee. For detailed information on their backgrounds, please see our website and Composition of the Board of Directors.

Diversity profile of the Board of Directors

The composition in terms of gender and age is shown in the charts below.



Gender profile



Age profile

Skills

Skills	Thomas Leysen	Patrick Firmenich	Sze Cotte-Tan	Antoine Firmenich	Carla Mahieu	Erica Mann	Frits van Paasschen	André Pometta	John Ramsay	Richard Ridinger	Corien Wortmann
dsm-firmenich business	●	●	●	●	●	●	●	●	●	●	●
Finance & audit/accounting	●	●		●			●	●	●	●	●
Sustainability/ESG	●	●	●	●	●	●	●			●	●
R&D			●	●						●	
Operations & manufacturing	●	●	●			●	●	●	●	●	
Sales & marketing	●	●		●		●	●	●		●	
HR management, incl. compensation	●	●			●	●	●	●		●	
Data/digital/cybersecurity				●	●		●			●	
Risk management/compliance/legal	●	●		●	●	●		●	●		●
Public affairs	●	●			●	●	●				●

GOVERNANCE, RISK MANAGEMENT, AND BUSINESS ETHICS > BOARD OF DIRECTORS > OVERVIEW

Overview of the Board of Directors

Succession planning

The Governance & Nomination Committee ensures effective succession plans for the Board of Directors, CEO, and Executive Committee. Candidates who meet the criteria are interviewed by the Board of Directors, and the Governance & Nomination Committee makes a recommendation to the full Board of Directors, who decide on the appointments, subject to the powers of the General Meeting to elect the Members of the Board of Directors.

Conflict of interest and permitted external mandates

Pursuant to the Board Regulations, any Member of the Board of Directors or of the Executive Committee who believes that he or she has a conflict of interest, or that there is potential for such a conflict, must discuss the matter with the Chairman of the Board of Directors (or, for Executive Committee Members, with the CEO in consultation with the Chairman), who then proposes to the Board of Directors a solution appropriate to the intensity of the conflict of interest.

According to Article 22 of the Articles of Association, a Member of the Board of Directors shall hold no more than: 1) up to four mandates in listed firms; and 2) up to four mandates in non-listed firms. A Member of the Executive Committee shall hold no more than: 1) one mandate in listed firms; and 2) up to three mandates in non-listed firms. A 'mandate' means any membership in the Board of Directors, the executive management or the Advisory Board, or any comparable function under foreign law, of a firm with an economic purpose. Mandates in the Company or any entity controlled by, or controlling, the Company, shall not be deemed to be a mandate for purposes of Article 22 of the Articles of Association. Article 1.6 of the Board Regulations determines that a Chair position in a publicly listed company is equivalent to two mandates.

The Governance & Nomination Committee annually reviews the number of mandates held by the Board of Directors and Executive Committee Members.

Evaluation of the Board of Directors

The Board conducts a self-assessment once a year, covering topics including Board composition, interaction between the Board of Directors and the Executive Committee, and team effectiveness. The self-assessment exercise is led by the Governance & Nomination Committee, and the outcome is shared with the Board of Directors.

According to Article 3.11 of the Board Regulations, the Board performs a complete review of its performance on a three-year cycle. Such a complete review is planned to commence in 2026 and will be conducted with an independent external consultant.

The role of the Board of Directors and its Committees

The Board of Directors is our highest executive oversight body. It resolves on all business matters which are not reserved to Shareholders by law or by the Articles of Association.

In accordance with Article 20 of the Articles of Association, the Board of Directors may establish one or more Board Committees to assist the Board of Directors in preparing certain decisions in the areas of its competence. The Board of Directors has established four Committees: the Audit & Risk Committee, the Sustainability Committee, the Compensation Committee, and the Governance & Nomination Committee.

Other than the authority of the Audit & Risk Committee to approve the financial trading updates of the first and third financial quarters, the Board of Directors has not delegated decision-making authority to the Committees. From time to time, the Board of Directors may establish sub-committees to focus on important strategic projects or matters requiring closer Board attention.

Responsibilities of the Board of Directors

Principal duties

In accordance with Swiss law, the Articles of Association, and the Board Regulations, the principal duties of the Board of Directors include:

- The ultimate direction and strategy of the Company and Group and determining the Company and Group's organization
- The overall structuring of the accounting system, financial controls, and planning
- The appointment and dismissal of those persons to whom management is delegated
- The supervision of persons to whom management of the Company is delegated, especially with a view to their compliance with the law
- The compilation of the Integrated Annual Report (financial and non-financial) and other reports that are subject to mandatory approval by the Board of Directors
- The preparation of the Shareholder's Annual General Meeting and the implementation of its resolutions
- All decisions relating to the ascertainment of changes in capital
- Filing a motion for debt-restructuring moratorium and notifying the courts in the event of over-indebtedness
- Regular review of the Group's culture
- Decisions on the budget, the setting of financial targets, the definition of the Group's capital structure, and the annual investment budget
- Consideration of, and approval of, recommendations made by the Board Committees

Stakeholder management

In performing its duties, the Board acts in accordance with the interests of the Company and its stakeholders.

The Chairman of the Board is in regular close contact with the CEO, as is the Chair of the Audit & Risk Committee with the CFO. Furthermore, the Board regularly interacts with members of the Executive Committee, who regularly attend Board meetings. Direct, one-to-one contact between Board members and Executive Committee members generally follows naturally from topics discussed in the meetings of the Board. These discussions draw on the expertise of individual Board members, whose advice is sought on a wide range of specialist topics as required.

The Board regularly receives information on relevant topics from senior leaders and experts in the Company during Committee meetings, full Board meetings and site visits. During its annual site visit, the Board actively takes the opportunity to interact with employees.

Number of meetings

The Board of Directors held ten meetings in 2025. These included six regular meetings (in February, June, July, October, and December, plus a constitutional meeting in May) plus four additional special meetings to deal with specific topics.

There was also one additional meeting in 2025 for which the decision-making had been delegated by the Board to the Chairman of the Board of Directors and the Chair of the Audit & Risk Committee, both of whom attended that meeting. Information on attendance of Board and Committee meetings can be found in the table Meeting attendance.

Board Committees typically meet the day prior to regular Board of Director meetings (see also Meeting attendance).

Performance duties

The Board performs its duties with respect to both recurring standard agenda items for Board meetings and specific topics that become relevant at any given point in time.

In 2025, the Board continued to scrutinize quality, safety, and compliance matters at every meeting. Other prominent recurring agenda items the Board dealt in detail with include updates on business performance, research and development, financials, treasury and investor relations topics. The Board tracked the Company's financial performance, approved the annual Finance Plan, and was updated on capital market expectations. In 2025, the Board also discussed and approved the Company's share buy-back program (completed on December 2, 2025) and the stock dividend.

The Board also reviewed and approved the key strategic topics, including the transaction underlying the sale of each of the Feed Enzymes and ANH businesses. The Board also tracked the progress of the Company's cyber security program as well as the Company's performance on ESG topics.

Visits in 2025

In 2025, the Board visited dsm-firmenich's business operations in Shanghai, China. The visit deepened the Board's knowledge of dsm-firmenich's business and innovation, as well as consumer trends in China. In particular, the Board visited the S&R center in Minhang (Shanghai), and the TTH Taste plant in Zhangjiagang (Jiangsu province). A central theme of the visit was the Board's interactions with employees at all levels of the organization. Individual Members of the Board have the opportunity to visit Company operations around the world in the context of other travel commitments.

Audit & Risk Committee

According to the Board Regulations and the Audit & Risk Committee Charter, the Audit & Risk Committee must be chaired by an Independent Director. The Committee must be composed of at least three Members of the Board of Directors, of whom one is a Nominated Director. The principal duties of the Audit & Risk Committee include:

- Reviewing the financial statements of the Company and the Group
- Reviewing the effectiveness of internal controls over financial reporting
- Reviewing and evaluating internal controls in order to ensure integrity and accuracy of the Company's non-financial reporting
- Approving the release of the Group's Q1 and Q3 results to the market
- Reviewing the final interim reports
- Reviewing the Company's capital structure
- Making the annual dividend proposal to the Board of Directors
- Overseeing the external auditors that audit the Company's financial statements and provide assurance on the non-financial report and reviewing their performance and independence, making recommendations on the appointment, re-appointment, or removal of the external auditor for the attention of the Board of Directors (regarding the election of such auditor at the Annual General Meeting)
- Reviewing periodic reports of the Group Audit function
- Reviewing the Enterprise Risk Management (ERM) framework and significant risks and related mitigation plans
- Reviewing the process for monitoring compliance within the Group of the Code of Business Ethics

Sustainability Committee

According to the Board Regulations and Sustainability Committee Charter, the Sustainability Committee is chaired by an Independent Director or a Nominated Director. The Committee must be composed of at least three Members of the Board, of whom one is a Nominated Director. Their principal duties include:

- Reviewing the Company's sustainability strategy and goals
- Defining and periodically reviewing the Company's sustainability metrics
- Reviewing the Company's non-financial reporting obligations
- Reviewing the Company's sustainability performance against peer groups
- Reviewing regulatory developments relating to sustainability
- Ensuring the interests of the relevant stakeholders are included in the Company's strategy, targets, and policies

Compensation Committee

In accordance with Swiss law and the Articles of Association, Members of the Compensation Committee are appointed by the General Meeting. According to Board Regulations and the Compensation Committee Charter, the Compensation Committee must be chaired by an Independent Director or the Chairman of the Board. The Compensation Committee is composed of at least three Members, including one Nominated Director. Their principal duties include:

- Developing a compensation strategy in line with the principles described in the Articles of Association
- Reviewing the principles and design of short and Long-Term Incentive (LTI)/equity plans
- Proposing to the Board the aggregate maximum compensation for the Board and the Executive Committee, for approval by the General Meeting
- Periodically reviewing the level of Board and Executive Committee compensation against peer groups
- Reviewing and proposing to the Board the target total direct compensation levels and the mix of compensation for the CEO and the Executive Committee Members
- Proposing specific incentive targets to the Board of Directors
- Reviewing the annual performance results against targets and recommending the compensation of Executive Committee Members to the Board for approval

Governance & Nomination Committee

According to the Board Regulations and the Governance & Nomination Committee Charter, as long as at least two Nominated Directors are on the Board of Directors, the Governance & Nomination Committee is chaired by a Nominated Director. The Committee is composed of at least three Members, including one Nominated Director. The principal duties of the Governance & Nomination Committee include:

- Periodically reviewing the Articles of Association, Board Regulations and Committee Charters and recommending changes to the Board of Directors for the purpose of fostering good corporate governance and Shareholders' rights
- Annually reviewing external mandates held by the Board of Directors and Executive Committee Members to ensure compliance with Article 22 of the Articles of Association
- Supporting the Board in evaluating the Board of Directors' performance
- Reviewing the composition and size of the Board to ensure the right level of diversity
- Preparing and maintaining a succession plan for the Chairman of the Board and the CEO
- Receiving nominations for Nominated Directors and assessing each application to determine if the applicant meets the requirements (appropriate expertise, skills, and reputation)
- Making recommendations to the Board of Directors for the appointment and/or dismissal of Members of the Executive Committee; assessing and recommending to the Board of Directors whether Members of the Board should stand for re-election
- Periodically reviewing the independent status of all Board of Directors and Executive Committee Members and any resulting disclosure requirement

Meeting attendance

	Board of Directors (BoD)	Audit & Risk Committee (ARC)	Sustainability Committee (SC)	Compensation Committee (CC)	Governance & Nomination Committee (GNC)
Number of meetings held	10	8	4	4	4
Number of Members	11	4	4	4	4
Meeting attendance in %	96	97	100	94	100
Thomas Leysen (Chair BoD)	10	-	-	3	-
Patrick Firmenich (Vice-Chair BoD and Chair GNC)	10	-	-	-	4
Sze Cotte-Tan	10	-	4	-	-
Antoine Firmenich (Chair SC)	10	8	4	-	-
Erica Mann	9	-	4	-	4
Carla Mahieu (Chair CC)	10	-	-	4	4
Frits van Paasschen	9	8	-	4	
André Pometta	10	-	-	4	-
John Ramsay (Chair ARC)	10	8	-	-	-
Richard Ridinger	8	-	-	-	4
Corien Wortmann	10	7	4	-	--
Average length of meetings in hours (regular)	5-6	1.9	1.7	1.3	1

GOVERNANCE, RISK MANAGEMENT, AND BUSINESS ETHICS > BOARD OF DIRECTORS > CHAIRMAN

Chairman of the Board of Directors

The Chairman of the Board of Directors is appointed by the General Meeting. Among his duties, the Chairman:

- Organizes the affairs of the Board and ensures the Company moves forward with its strategic objectives
- Maintains regular and frequent contact with the CEO as well as other Executive Committee Members and reviews with the CEO the major strategic projects before submission to the Board of Directors
- Where appropriate and/or requested, supports the CEO in participating in, and giving input to, public relations activities and contacts with the authorities
- Reviews actual and potential conflicts of interest a Board Member may have and proposes to the Board how the conflict should be handled
- Liaises with the Vice-Chair of the Board and keeps him apprised of key issues
- Without delay, communicates to the Board any information that may have a significant impact on the Group strategy
- In the event of extraordinary events of high urgency, orders immediate measures

Delegation of management

In accordance with Article 20.2 of the Articles of Association and Article 4 of the Board Regulations, the Board of Directors delegates the management of the Company and the Group to the CEO and the Executive Committee Members, within and subject to the powers of the Board of Directors reserved by law (in particular Article 716a CO), the Articles of Association and the Board Regulations. The CEO organizes the Executive Committee and sets the responsibility of each Executive Committee Member.

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

To ensure the Board of Directors is fully informed about all matters that materially impact dsm-firmenich, it has at its disposal an information and controls system that includes the following instruments:

- The Board of Directors is, at each of its regular meetings, informed on material matters involving the Group's business and on the latest available consolidated financial results. The entire Executive Committee is regularly invited to attend the Board's meetings to report on current developments, significant projects, and events. Selected senior managers are regularly invited to attend Board meetings to report on areas of the business for which they are responsible. During the meetings, the CEO, Executive Committee, and senior management answer all requests for information by the Board about any matter concerning the Group that is transacted
- At each of its regular meetings, the Board receives updates from Quality and Safety, in alternation
- The Board of Directors visits at least one dsm-firmenich country operation per year, during which visit Members of the Board meet members of senior local management. Members of the Board are also invited to visit country operations when travelling, so that they can meet local and regional senior management and gain first-hand information on local and regional developments
- The Chairman has regular meetings with the CEO and may request information on any matter relating to dsm-firmenich. The Chairman receives the minutes of the Executive Committee meetings. The CEO informs the Chairman immediately of any extraordinary event
- The Chairman has a standing invitation to all Committee meetings and is present in all Committee meetings
- The CEO attends all Committee meetings; Committee meetings are also attended by Executive Committee Members and members of the senior management
- All Members of the Board have access to the minutes and materials of the Committee meetings
- In preparation of each Board of Directors and Board Committee meeting, the Members receive information and reports from the Executive Committee and members of senior management via a secure electronic sharing system

Additional information and control instruments include dsm-firmenich's internal audit function, named Group Audit. The mission of Group Audit is to enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight. The scope of internal audit activities encompasses, but is not limited to, objective examinations of evidence for the purpose of providing independent assessments on the adequacy and effectiveness of governance, risk management, and control processes for the Group.

Findings are communicated in the form of an internal audit report, which is shared with the Executive Committee and the Audit & Risk Committee. The Audit & Risk Committee reviews and monitors management's responsiveness to internal audit findings and recommendations. The head of Group Audit reports administratively to the CFO and has a functional reporting line to the Chair of the Audit & Risk Committee. He regularly meets with the Chair of the Audit & Risk Committee for interim updates.

Furthermore, dsm-firmenich has an internal risk management process, focused on identifying and managing risks and opportunities in all areas of strategic, operational, financial, regulatory, legal and compliance risks, including those linked to climate change. The material risks are reported to the Audit & Risk Committee and the Board of Directors twice annually. For more detail, please refer to Our approach to risk management.

GOVERNANCE, RISK MANAGEMENT, AND BUSINESS ETHICS > EXECUTIVE COMMITTEE

The dsm-firmenich Executive Committee

Composition

The CEO organizes the Executive Committee and allocates the responsibilities of each Executive Committee Member. The Members of the Executive Committee are appointed by the Board of Directors on the recommendation of the CEO following evaluation by the Chairman and the Governance & Nomination Committee.

The dsm-firmenich Executive Committee.
From left to right: Laetitia Pictet, Alessandre Keller, Dimitri de Vreeze, Emmanuel Butstraen, Mieke Van de Capelle
Ralf Schmeitz, Maurizio Clementi, Dr. Sarah Reisinger, Philip Eykerman

GOVERNANCE, RISK MANAGEMENT, AND BUSINESS ETHICS > EXECUTIVE COMMITTEE

The dsm-firmenich Executive Committee

Changes to the Executive Committee

Laetitia Pictet was appointed Chief Legal, Risk and Compliance Officer with effect from May 1, 2025. She succeeded Jane Sinclair, who retired on the same date following a distinguished career of nearly a decade with the company.

On September 1, 2025, the Company announced changes to the Executive Committee to shape the future as a consumer-focused company. Alessandre Keller joined on September 22, 2025, and was appointed Business Unit President of Health, Nutrition & Care with effect from January 1, 2026. He succeeded Philip Eykerman, who transitioned into the role of Chief Strategy, M&A, and Transformation Officer while continuing as a Member of the Executive Committee. Furthermore, Maurizio Clementi was appointed Business Unit President of Taste, Texture & Health with effect from January 1, 2026, following Patrick Niels' retirement after a distinguished career of 34 years with the Company. On October 1, 2025, Ivo Lansbergen stepped down from the Executive Committee to focus on leading Animal Nutrition & Health through the carve-out. Finally, on January 14, 2026, the Company announced the appointment of Nikeisha van Sleeuwen as Chief Human Resources Officer with effect from April 1, 2026. She will succeed Mieke Van de Capelle, who will retire on the same date following a distinguished career of ten years with the company.

At December 31, 2025, the Executive Committee was composed of eight Members; as of January 1, 2026, it consists of nine Members.

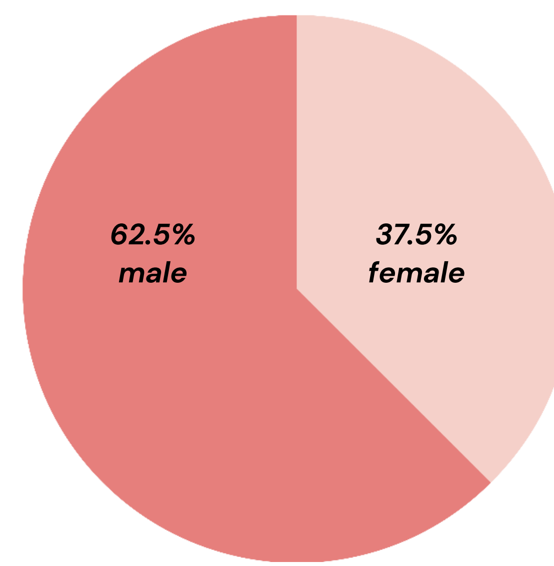
Responsibilities

In accordance with Article 4.3 of the Board Regulations, the responsibilities of the Executive Committee include:

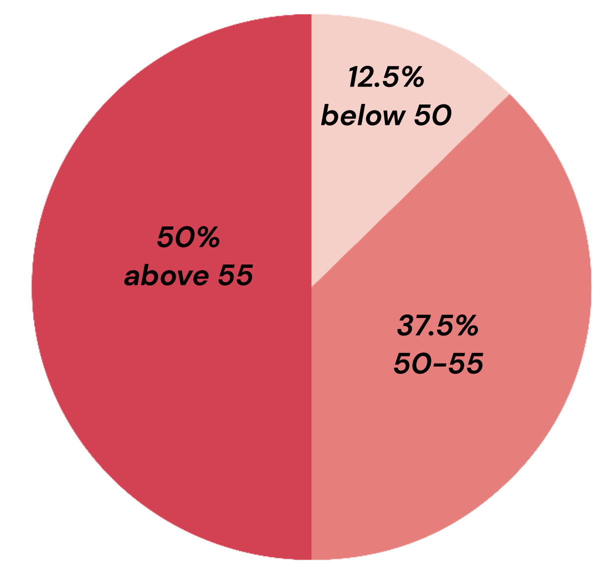
- Ensuring Group unity and cohesion
- Managing the Group resources (including human, financial, and intellectual capital)
- Presenting strategies to the Board of Directors for approval
- Driving business development and achieving strategic plans
- Presenting to the Board the consolidated results with a report on the Group business
- Submitting to the Board of Directors the annual budget of expenditures and investments for approval
- Communicating relevant updates appropriately to the Board of Directors
- Organizing proper information-sharing inside and outside the Company
- Proposing to the Board the appropriate organizational model to achieve the Group's objectives set by the Board of Directors
- Proposing to the Compensation Committee remuneration policies and plans
- Ensuring compliance with law and the Code of Business Ethics
- Pursuing leadership in sustainability and implementing the strategy and goals

Executive Committee diversity profile

The composition of the Executive Committee in terms of gender and age at December 31, 2025 is shown in the charts below:



Gender profile



Age profile

GOVERNANCE, RISK MANAGEMENT, AND BUSINESS ETHICS > EXECUTIVE COMMITTEE > COMPOSITION

Composition of the Executive Committee

Dimitri de Vreeze

Chief Executive Officer (since 2023)

Dimitri de Vreeze has held the position of CEO of dsm-firmenich since September 2023. Under his leadership, the company has made great strides to establish itself as a global leader in nutrition, health, and beauty, able to help customers deliver what consumers want, what we collectively need, and what our planet demands. Previously, he served as the former DSM's Co-CEO from 2020, having joined the company in 1990. Starting in Finance, he took on leadership roles in various Business Units around the world before being named Young Captain of the Year in the Netherlands in 2006. He was appointed to DSM's Managing Board in 2013 and was instrumental in setting DSM's strategy and executing its transformation journey to a fully focused health, nutrition, and bioscience company.

He chairs the Young Captain Foundation, awarding and elevating young leadership potential, and is also the Chair of the ALV United World College Maastricht, bringing together young people from all directions of life to work together toward a peaceful and sustainable future.

- **Nationality & Year of Birth**: Dutch, 1967
- **Education**: Master's in Business Economics, University of Groningen (Netherlands); Master's in Finance and Control, Maastricht University (Netherlands)

Emmanuel Butstraen

Chief Operations Officer (since 2024) and Business Unit President Perfumery & Beauty (since 2023)

Emmanuel Butstraen was appointed President of dsm-firmenich's Perfumery & Beauty Business Unit in July 2023. In addition, he was appointed Chief Operating Officer of dsm-firmenich in May 2024. He has played an instrumental role in bringing together the formerly separate four units of Perfumery, Ingredients, Operations, and Beauty & Care, defining the operating model, pushing accountability and empowerment, building strong customer connections and trust, steering differentiation through creation & innovation, and building long-term strategy while executing on roadmap and performance delivery. Prior to this, Emmanuel was the Chief Integration Officer, designing and implementing the operating model of the newly created dsm-firmenich while securing the conditions to detail and deliver the merger synergies. Before the merger, he served as the President of Firmenich's Taste & Beyond Business Unit (2018-2022) and drove the business's transformation to become the global innovation partner of choice to the food & beverage industry, leading growth across the Group's three segments: Beverages, Sweet Goods, and Savory. Creating winning solutions for customers with a focus on enhanced well-being, Emmanuel put Firmenich's expertise to work – making healthier choices taste great, from sugar and salt reduction to plant proteins, clean-label offerings, and functional nutrition solutions. Prior to joining Firmenich, Emmanuel was the President of Solvay's Novecare global Business Unit, preceded by 17 years with BASF, where he served as Strategy Senior VP of the Agricultural Products division.

- **Nationality & Year of Birth:** French, 1968
- **Education:** Master's in Agricultural Engineering, University of Lille (France); MBA, University of Lille (France)

GOVERNANCE, RISK MANAGEMENT, AND BUSINESS ETHICS > EXECUTIVE COMMITTEE > COMPOSITION

Composition of the Executive Committee

Mieke Van de Capelle

Chief Human Resources Officer (since 2023)

Mieke Van de Capelle was appointed as Chief Human Resources Officer of dsm-firmenich in April 2023, running the HR function as well as Global Real Estate and Workplace. Under Mieke's leadership, dsm-firmenich has successfully implemented a new Group operating model, values, and integration of all people processes, cementing our new company's way of working as one. She is the Secretary of the Compensation Committee and the Governance & Nomination Committee of the Board of Directors.

Previously, she served as Chief Human Resources Officer of the former Firmenich as from 2016. At Firmenich, she was responsible for leading the Global Human Resources, Sustainability, and Corporate Communications functions, setting the company's strategy and winning culture as a responsible business.

A seasoned leader with close to 30 years of global consumer goods and chemical industry experience.

- **Nationality & Year of Birth:** Belgian, 1974
- **Education**: Master's in International Communication Strategy, University of Burgundy (France); Master's in Philology, Ghent University (Belgium); Diplomas in Business Administration and Management and Organizational Leadership, IMD Business School (Switzerland)
- **Listed Company Boards**: Spadel, Non-Executive Director

Philip Eykerman

Chief Strategy, M&A, and Transformation Officer (since January 1, 2026)

Philip Eykerman was appointed in April 2023 as President of the Health, Nutrition & Care (HNC) business and Head of Strategy and M&A, positions he also held at legacy DSM. In that time, he dealt with the consequences of our merger in HNC, drove the vitamin transformation program for HNC, and successfully grew HNC into a global leader in preventative health and patient care. He also led the Group's M&A activities (ANH divestment and portfolio fine-tuning activities) in line with our Group's growth strategy, further strengthening our diverse expertise and unique capabilities as innovators in nutrition, health, and beauty.
Since January 1, 2026, Philip Eykerman has transitioned into the role of Chief Strategy, M&A and Transformation Officer, while remaining a member of the Executive Committee.

Previously, Philip served as Executive Vice-President of Corporate Strategy & Acquisitions at the former DSM, was a partner at McKinsey & Company, and leader of McKinsey's Chemicals Practice in the Benelux and France. He was a member of the Advisory Board of the Rotterdam School of Management and in 2024, he was appointed Non-Executive Director of Umicore, a circular materials technology company.

- **Nationality & Year of Birth**: Belgian, 1968
- **Education**: Master's in Chemical Engineering, KU Leuven (Belgium); Master's in Refinery Engineering, French Petroleum Institute (France)
- **Listed Company Boards**: Umicore, Non-Executive Director
- **Non-Listed Company Boards**: AnQore, Member of the Supervisory Board

GOVERNANCE, RISK MANAGEMENT, AND BUSINESS ETHICS > EXECUTIVE COMMITTEE > COMPOSITION

Composition of the Executive Committee

- **Nationality & Year of Birth:** Swiss, 1970
- **Education:** Degree in Law, University of Geneva (Switzerland)
- **Other Memberships:** Admitted to the Geneva Bar (Switzerland)

Laetitia Pictet

Chief Legal, Risk and Compliance Officer (since 2025)

Laetitia Pictet began her legal career in the pharmaceutical industry. She joined the former Firmenich as VP Senior Legal Counsel in 2015 and was swiftly promoted to SVP Head of Commercial Legal in 2018. In 2021, she took on the additional role of Secretary of the Board. Following the completion of the merger in 2023, Laetitia assumed the responsibilities of Corporate Secretary for dsm-firmenich, alongside Risk Management.

She brings over 25 years of senior legal expertise across Europe, the Americas, and Asia. Her exceptional skills and dedication are a tremendous asset to our company. Laetitia's deep legal expertise and unwavering commitment to excellence consistently drive impactful results and fostering a culture of integrity and compliance.

- **Nationality & Year of Birth:** Dutch/American, 1968
- **Education:** Bachelor's in Business Administration, Nyenrode Business University (Netherlands); Master's in Business Administration, Emory University (USA)

Patrick Niels

Business Unit President Taste, Texture & Health (from 2023 until December 31, 2025)

Patrick Niels was appointed as President of the Taste, Texture & Health business of dsm-firmenich in May 2023. In his current role, Patrick has successfully brought Taste and Ingredients Solutions under one roof and established cross-divisional collaboration. While transforming the business, he has continued to focus on performance and has succeeded in growing the two divisions above market.

He started his international career in 1991 when he joined Gist-Brocades, which the former DSM subsequently acquired in 1998. He went on to hold various leadership roles across DSM, in pharmaceuticals, materials, and nutrition, including spending nine years in the US. At DSM, he oversaw the transformation of multiple businesses, creating high-performing growth teams centered around the shift to sustainability. Patrick built DSM's Food & Beverage business, which was established by combining the company's activities and capabilities from three former areas in 2021. Following the merger of DSM and Firmenich, his responsibilities included the integration of the full Food & Beverage activities of dsm-firmenich. Patrick Niels retired per January 1, 2026, concluding a distinguished 34-year tenure with the company.

GOVERNANCE, RISK MANAGEMENT, AND BUSINESS ETHICS > EXECUTIVE COMMITTEE > COMPOSITION

Composition of the Executive Committee

Dr. Sarah Reisinger

Chief Science & Research Officer (since 2023)

Dr. Sarah Reisinger was appointed as Chief Science & Research Officer of dsm-firmenich in April 2023. She is driving dsm-firmenich toward new frontiers of scientific excellence, building on the company's legacy of industry-leading innovation. By embracing new technology to deliver breakthrough solutions in a fast-changing world, she harnesses a multidisciplinary and global approach to research and development. She had joined the former Firmenich in 2018 as Vice-President of Biotechnology & Process Engineering, before becoming that company's Chief Research Officer in 2021.

Dr. Sarah Reisinger combines an extensive background in biotechnology with a strong track record in ingredients and technology development for the consumer goods industry. Prior to joining Firmenich, she held pivotal roles at Ginkgo Bioworks, Intrexon, and Amyris, having started her career in the field of biology and cancer therapeutics. She also served as Chair of EuropaBio until mid 2025.

- **Nationality & Year of Birth:** American, 1977
- **Education:** Bachelor's in Science – Biology, Harvey Mudd College (USA); Master's in Plant Biology, University of California, Berkeley (USA); Ph.D. in Microbiology, University of California, Berkeley (USA)

Ralf Schmeitz

Chief Financial Officer (since 2023)

Ralf Schmeitz was appointed Chief Financial Officer (CFO) of dsm-firmenich in September 2023, marking a significant milestone in his journey with the company. He joined the former DSM in 2006, and his path has been marked by outstanding achievements and a track record of strong performance.

Ralf Schmeitz has played a pivotal role in propelling the transformation of the Finance function and in navigating substantial portfolio changes. Prior to his CFO role, he held the position of Head of Group Finance, overseeing Finance & Control, Treasury and Taxation. In his last role at DSM, he held the position of Group Controller, spearheading both the Business Controlling and Accounting teams. Ralf Schmeitz began his career at PwC, laying strong foundations and building financial and strategic acumen, and then moved to Hewlett Packard, where he assumed diverse leadership responsibilities in Finance.

- **Nationality & Year of Birth:** Dutch, 1972
- **Education:** Master's in Economics, Maastricht University (Netherlands); Master's in Accountancy, Maastricht University (Netherlands); Master's in Business Valuation, Erasmus University, Rotterdam (Netherlands)

GOVERNANCE, RISK MANAGEMENT, AND BUSINESS ETHICS > EXECUTIVE COMMITTEE > COMPOSITION

Composition of the Executive Committee

Maurizio Clementi

Business Unit President Taste, Texture & Health (since January 1, 2026)

Maurizio Clementi has been President of the Taste, Texture & Health Business Unit at dsm-firmenich since January 1, 2026 and is a member of the dsm-firmenich Executive Committee. An Italian national with dual American and Italian citizenship, Maurizio joined dsm-firmenich in 2011. He has a strong background in international business and has led a variety of functions, including strategy, business development, finance, and M&A. Maurizio spent several years in corporate consultancy roles, specializing in M&A, and more than eight years at Nissan Motor Co., where he was CFO for key European markets and part of the strategic transformation of the Group.

At Firmenich, Maurizio served as the Taste & Beyond division's Global Strategy Senior Vice President for several years, where he was a key architect of the division's strategic transformation, driving purpose-led growth and stellar performance. He was appointed President of Firmenich's Taste and Beyond in 2022. Following the merger between DSM and Firmenich, he was appointed Head of the Taste Division within the Taste, Texture and Health Business Unit.

- **Nationality & Year of Birth**: Italian, 1968
- **Education**: Bachelor's in Economy and Law, Sapienza Università di Roma (Italy); Master's in Tax Law, Tax Consulting firm, Roma (Italy); Qualified CPA, Qualified Auditor and Licensed to Tax Court in Italy

Alessandre Keller

Business Unit President Health, Nutrition & Care (since January 1, 2026)

Alessandre Keller joined dsm-firmenich in October 2025 as incoming Health, Nutrition & Care President, with more than 25 years of global leadership experience gathered out of China, Asia-Pacific, Europe & Middle East, and Latin America. He brings clear strategic vision and a strong track record of transformational excellence across the healthcare, nutrition, and FMCG sectors. From 2019 to 2025, Alessandre was with the leading European diagnostic services company Unilabs. There, he ultimately served as Chief Markets Officer and Executive Board member, turning around a €1.6 billion business across 16 countries.

During a career spanning multiple roles at Nestlé from 2000 to 2019, Alessandre played a central role in advancing the company's global nutrition strategy across all life stages. He drove market leadership in healthy-aging nutrition in China and led breakthrough innovations such as the HMO and organic pipeline that reshaped the infant formula category as the company's global leader for early life nutrition, guiding strategy and supervising operations in more than 80 countries. Alessandre previously served as Board Chairman for Rimed AG, a leading provider of medical radiology services in Switzerland, and was the Chairman of the Asia Pacific Industry Chamber for Infant Nutrition.

- **Nationality & Year of Birth:** Swiss, 1977
- **Education**: Master's in Business Administration, The Faculty of Business and Economics of the University of Lausanne (Switzerland)

Shareholder participation, change of control, and defense measures

Shareholder participation

Annual General Meeting

Convening

The Annual General Meeting (AGM) is held within six months of the end of the financial year (December 31). It is convened by the Board of Directors (or, if necessary, the external auditors, liquidators, or the representatives of the bondholders). Furthermore, one or more shareholders who together represent at least 5% of the Company's share capital or the voting rights may convene a General Meeting. Shareholders who together represent at least 0.5% of the Company's share capital or voting rights may request an item be placed on the agenda of a General Meeting, provided they submit details thereof to the Company at least 50 calendar days in advance of the General Meeting.

Calling

The General Meeting is called at least 20 calendar days in advance through publication in the Swiss Official Gazette of Commerce. Invitations to the General Meeting and supporting materials are published on the Company's website.

Voting rights and representation of shares

Only those shareholders entered in the share register as shareholders with voting rights until the record date designated by the Board of Directors (and as indicated in the invitation to the General Meeting) are entitled to vote at the General Meeting. Shareholders entitled to vote are entitled to give a proxy to a third party (who is not a shareholder) or to give voting instructions to the Independent Proxy (Christian Hochstrasser, c/o Lenz Caemmerer, Elisabethenstrasse 15, 4010 Basel, Switzerland) either via the available electronic voting platform or in writing.

All early voting on the electronic voting platform and all written instructions sent to the Company are deemed an authorization and instruction of the Independent Proxy. The Independent Proxy informs the Company only within the limits of Swiss law about voting trends (i.e., keeps all instructions received as confidential until three working days prior to the General Meeting).

The 2026 AGM will be held on May 7, 2026 in a hybrid format, i.e., physically in Kaiseraugst (Switzerland), with the additional option for shareholders to attend virtually with full participation possibilities. Shareholders wishing to attend virtually must give notice of their willingness to participate in the meeting no later than the date and time indicated in the invitation to the 2026 AGM.

Powers and quorum

The General Meeting is the supreme governing body of the Company. Its powers are listed in Article 10 of the Articles of Association. Unless otherwise stipulated by law or by the Articles of Association, resolutions are passed by an absolute majority of the votes represented at the General Meeting. Article 16 of the Articles of Association lists the resolutions that require a qualified majority of the votes.

Change of control and defense measures

The rules on the duty to make an offer are described in Articles 4.4 and 6 of the Articles of Association.

There are no change of control clauses. In the event of change of control, the Board of Directors may in its sole discretion decide on an accelerated vesting of share units granted under equity-based remuneration plans, or take other decisions considered necessary, to the extent that the vesting shall have an outcome that is deemed reasonable given the circumstances.

GOVERNANCE, RISK MANAGEMENT, AND BUSINESS ETHICS > AUDITORS

Auditors

Mandate and term of office

PricewaterhouseCoopers AG (PwC) was appointed by the 2025 Annual General Meeting (AGM) as statutory auditor of DSM-Firmenich AG for the financial year 2025. The responsible licensed audit expert and auditor in charge is Christopher Vohrer (since 2025). Ennèl van Eeden serves as the Global Client Service Partner (since 2025). The Audit & Risk Committee and the Board of Directors reconsider on an annual basis whether the external auditors should be proposed for re-election to the General Meeting.

Auditing fees

The auditing fees paid to PwC in its capacity as the Company's statutory auditor for the 2025 Consolidated Financial Statements amount to €11.1 million, including fees for the assurance services over the Sustainability Statements. In addition, PwC provided other audit and assurance services amounting to €1.04 million, tax services amounting to €0.5 million, and €0.04 million for other various non-audit services. The scope of the audit of the 2025 Consolidated Financial Statements and respective audit fees were (pre-)approved by the Audit & Risk Committee. All other services were (pre-) approved in accordance with applicable internal policies.

Information to the Audit & Risk Committee

PwC attended eight Audit & Risk Committee meetings held in 2025, including two private sessions without the presence of management. The auditors and the Chair of the Audit & Risk Committee convene prior to each Audit & Risk Committee meeting to prepare.

GOVERNANCE, RISK MANAGEMENT, AND BUSINESS ETHICS > BOARD STATEMENT AND CLOSED PERIODS

Board statement and Closed Periods

Board statement

This Report includes the dsm-firmenich 2025 Management Report as well as the Consolidated Financial Statements for the purpose of the Dutch Act on Financial Supervision (*Wet Financieel Toezicht*), section 5:25c.

In accordance with the Dutch Decree on Transparency for issuing entities subject to the Dutch Act on Financial Supervision (*Besluit Transparantie uitgevende instellingen Wft*) Article 10, the Directors declare that, to the best of their knowledge:

- The Consolidated Financial Statements have been prepared in accordance with the applicable reporting requirements
- The Management Report gives a true and fair view of the development and performance of the business, the position of the company, and the principal risks and uncertainties the company faces
- The Report also contains information on major events that took place after year-end, if applicable, as well as future developments

Thomas Leysen,
Chairman of the Board of Directors

Dimitri de Vreeze,
Chief Executive Officer

Closed Periods

According to our Group's Insider Trading policy, the Board of Directors, the Executive Committee (including the CEO), and employees who have (or may have) access to material non-public information (such persons are referred to as 'Designated Persons') are banned from trading in Group financial securities during Closed Periods.

In 2025, Closed periods for Members of the Board of Directors and the Executive Committee were the periods starting the 29th day after a financial release until the next financial release (which, however, shall never be shorter than 30 calendar days before a financial release). Closed periods for Designated Persons were i) the periods two months prior to the publication of the annual financial statements of the Group; and ii) the periods starting on the first day of a quarter until the publication of the Group's quarterly financial statements for that quarter (which, however, shall never be shorter than 30 days before a financial release).

In December 2025, the Board adjusted the Closed Periods in our Group's Insider Trading policy. According to the updated policy, which entered into effect immediately, Closed Periods for the Board of Directors, the Executive Committee and Designated Persons are: i) the periods starting on the first day of a calendar year until the publication of the annual financial statements of the Company quarter (which, however, shall never be shorter than 30 days before a financial release); ii) the periods starting 30 calendar days before a quarterly or semi-annual financial statements; and iii) such other period as indicated in the designation notice letter issued by the Compliance Officer.

Closed Periods for the Board of Directors and Executive Committee

- November 29, 2024, up to and including February 12, 2025
- March 14, 2025, up to and including April 29, 2025
- May 29, 2025, up to and including July 30, 2025
- August 29, 2025, up to and including October 29, 2025
- November 28, 2025, up to and including December 11, 2025
- January 1, 2026, up to and including February 11, 2026

Closed Periods for Designated Persons

- December 12, 2024, up to and including February 12, 2025
- March 31, 2025, up to and including April 29, 2025
- July 1, 2025, up to and including July 30, 2025
- September 30, 2025, up to and including October 29, 2025
- December 11, 2025, up to and including February 11, 2026

Information policy

The Company is committed to open and consistent communication with shareholders and other stakeholders. The Company uses its website to ensure rapid and equitable distribution of information. This includes:

- Share performance, analyst consensus, and the financial calendar are available here
- Press releases are available here
- Corporate governance documents are available here

Major announcements are accompanied by a live presentation broadcast on the internet. Furthermore, throughout the year, the Investor Relations team engages with investors (current or prospective) and relevant sell-side analysts in virtual and in-person meetings, conference calls, roadshows, broker conferences, or other events. In certain cases, Members of the Executive Committee also participate in meetings with the financial community (see Investor engagement). The Investor Relations team can be contacted via e-mail at investors@dsm-firmenich.com.

GOVERNANCE, RISK MANAGEMENT, AND BUSINESS ETHICS > OUR APPROACH TO RISK MANAGEMENT

Our approach to risk management

At dsm-firmenich, effective risk management is essential to safeguarding our performance, enabling strategic execution, and supporting our purpose.

Our ERM framework

Our Enterprise Risk Management framework

Our Enterprise Risk Management (ERM) framework is based on the COSO Enterprise Risk Management model. It supports the Group, our Business Units, and our Business Partners in managing risks that might prevent us from achieving our strategic, financial, and operational objectives as well as in protecting company assets and our reputation. It is embedded in our operating model to ensure risks are identified early, assessed consistently, mitigated effectively, monitored continuously, and reported transparently.

Governance and culture

Governance and culture form the foundation for the four pillars of our ERM framework, which are: strategy & objective-setting, risk identification & assessment, risk mitigation & control activities, and monitoring & improvement. This protects our value & integrity. Communication & reporting ensures the connection between the pillars and the sharing of adequate information with internal and external stakeholders. As part of our Governance framework, the Board of Directors has delegated the management of the Group to the CEO and the Executive Committee, except where restricted by law or regulation. The CEO and the Executive Committee are authorized, within these limits, to further sub-delegate their authority as appropriate. With the approval of the Board, the Executive Committee has established the internal governance operating model, which guides the operations of, and cooperation between, the Business Units (operational management) and the Business Partners. These groups are jointly responsible for achieving our objectives and managing the associated risks, in accordance with the Company's internal Governance framework and the official delegation of authority.

With respect to risk management, the Board of Directors sets the strategic direction and holds ultimate accountability for the effectiveness of the ERM Framework. The Board has delegated oversight of risk management to the Audit & Risk Committee, which reviews the design of the Framework, sets the Group risk appetite, and validates the outcomes of the Group Risk Assessment. The Executive Committee implements the ERM framework, assigns risk owners, and ensures that risk-informed thinking is embedded across the company. Our culture plays a central role in how risk is managed. Leaders at all levels are expected to act as role models by encouraging open dialogue, fostering psychological safety, promoting transparency in raising and escalating risks, and demonstrating accountability in managing them. Risk management is most effective when people feel empowered to speak up early, challenge constructively, and take ownership of responsible decision-making.

Our Code of Business Ethics and Group Policy framework guide employees and leaders in making consistent, principled decisions. These foundations support a culture where integrity, compliance, sustainability, and risk awareness are embedded in everyday behaviors and in how we collaborate, innovate, and execute our strategy. The Board of Directors has formally approved our corporate values as well as our Code of Business Ethics. The Executive Committee and management actively model the principles outlined in the Code of Business Ethics and ensure the consistent application of the Code across the organization. This clear 'tone from the top' fosters a culture of risk awareness and prioritization, which is essential for effective risk management.

How risk management creates value at dsm-firmenich

Our ERM framework contributes directly to the performance and resilience of dsm-firmenich. It supports the company in:

- Safeguarding our people, assets, and reputation and protecting the long-term value of the company
- Enabling strategic decisions by ensuring that risks, uncertainties, and opportunities are assessed early and systematically
- Supporting value creation by helping to identify opportunities inherent in change, innovation, and investment decisions
- Raising awareness and fostering a risk-informed culture across Business Units and Business Partners, ensuring that leaders and teams understand the nature, drivers, and potential impacts and opportunities associated with specific risks
- Providing timely and relevant risk-based insights to leadership, supporting strategy planning, prioritization and performance management
- Strengthening compliance and governance by promoting consistent application of Group policies, standards, and external regulatory requirements
- Providing resilience and being a reliable partner for our customers

Roles and responsibilities: The Three Lines model

To further implement our ERM framework, the following roles and responsibilities are assigned, in line with the Three Lines model by the Institute of Internal Auditors (IIA):

- First line (Business Units / operational management), with support from Business Partners: managers and staff within the Business Units are responsible for identifying, assessing, and managing risks as an integral part of their daily operations. They own the risks and are accountable for implementing appropriate controls and ensuring that objectives are met. Finance operates as the first line for the financial reporting process
- Second line: Functions (including ERM, Legal, Compliance and Sustainability) that provide expertise, support, and independent monitoring for their areas. They define objectives, Group policies, and standards. They support and challenge the first line, and monitor risk-related and compliance matters, including controls
- Third line (internal audit): The Group Audit department provides independent, objective assurance and advice regarding the effectiveness of governance, risk management, and control activities. This function is fully independent from operational management and reports directly to the Board of Directors or the Audit & Risk Committee

Strategy and objective-setting

Our Group functions and Business Unit strategies and objectives are set by the responsible Executive Committee member and presented to the Board of Directors for approval. They are translated into specific plans and priorities and then elaborated upon for all levels in the organization. Each material Group risk has an Executive Committee member accountable for defining risk responses and ensuring cross-functional coordination. Business Unit / Business Partner leaders act as cluster owners or delegated risk owners.

Risk identification and assessment

The realization of any ambitious strategy always entails risks. To enable informed decision-making, these risks are identified and assessed at all levels of the organization in line with our ERM framework.

Assessments include Group risk assessment, business risk assessments, strategy-related risk assessments, process/project risk assessments, and site risk assessments conducted under the Business Continuity Management framework. As part of these assessments, risks are identified using the Group risk categories and are evaluated using standardized impact and likelihood scales to ensure consistency across the company. The impact scale reflects strategic, financial, operational, compliance, and reputational dimensions. Specific periods are defined for short-term and long-term time horizons. They are used consistently in the double materiality assessment (DMA), see General information in the Sustainability Statements.

Twice a year, the Executive Committee discusses the material Group risks as part of the Group risk assessment, with the Audit & Risk Committee reviewing and validating these risks before discussing them with the Board of Directors; see Material risks and uncertainties.

Risk mitigation and control activities

As part of our ERM framework, mitigating actions and controls are defined and implemented for the most relevant risks. Controls include policies, standards, segregation of duties (SoD) management, business continuity management, and business reviews. Control activities, whether preventive or detective, are integrated into our processes and executed by the first line. Second line sets standards and monitors, and Group Audit provides independent assurance.

Monitoring and improvement

To ensure that risk mitigation and control activities embedded in our business processes operate effectively, dsm-firmenich has established a framework that supports the achievement of our objectives. To support the first line, the company has an Internal Control function that provides expertise to process owners, defines and maintains key control requirements, and monitors the adequacy of the design and execution of these controls. Key controls are those identified by management as essential to ensuring reliable internal and external reporting and compliant, well-controlled operations.

Communication and reporting

Risk reviews take place by means of structured processes and on an ad-hoc basis if necessary. Twice a year, as part of our ERM framework, all Business Units and Business Partners report their material risks and incidents to the Executive Committee and the Audit & Risk Committee.

GOVERNANCE, RISK MANAGEMENT, AND BUSINESS ETHICS > MATERIAL RISKS AND UNCERTAINTIES

Material risks and uncertainties

Risk assessments are performed at all levels of the organization. Material risks for our Business Units and our Business Partner functions are reported to the Executive Committee and the Audit & Risk Committee twice a year.

In addition, the Executive Committee has a separate discussion to determine the Group's material risks. These are shared with and reviewed by the Audit & Risk Committee and the Board of Directors and form the basis for the risk disclosures in this note below.

Our risk profile

The table opposite details the five most important Group's short-term risks that might have a material impact within three years and have the potential to prevent us from successfully implementing our strategy and achieving our targets. For each of these risks, the mitigating actions we are taking to reduce our exposure are described. These risks are labeled as top risks either because the exposure on dsm-firmenich's EBITDA is an indicative €45 million or more (cumulative 3 years), or because they have a major non-financial impact, such as on the company's reputation.

Top material risks and description	Main mitigating actions	Exposure | Trend
Data management and digital transformation: Due to weak data governance and data management, we run the risk of data breaches compromising confidentiality and exposing the company to financial and reputational harm. In addition, due to the complexity of our digitalization roadmap and existing resource constraints, we run the risk that our digital transformation may not progress as planned, leading to delays or shortfalls in delivering targeted benefits.	• Digital Roadmap focused on growth, efficiency, and strengthening core digital capabilities • Digital Council guiding and governing the transformation • Data Foundation program improving master data, platforms, and governance • AI Mitigation plans enhancing AI governance, compliance, and awareness • Business Units and Business Partners initiatives supporting upskilling and ensuring adherence to Group standards	High | ▶
Geopolitical instability: Due to geopolitical instability and related economic downturns, we run the risk of trade restrictions, raw material and energy shortages, and supply-chain disruptions limiting our ability to serve customers. In addition, due to weaker economic conditions, reduced consumer spending, and inflationary pressures, we run the risk of lower demand, leading to adverse impacts on our sales volumes and margins.	• Business continuity measures in place, including diversified sourcing, backup manufacturing, and optimized safety stocks • Early-warning and monitoring tools enabling rapid response to supply-chain disruptions • Financial risk mitigation through hedging of purchasing-price and currency exposures • Targeted governance bodies (Tariff Taskforce, Energy Management Committee) supporting trade, supply diversification, and energy-risk mitigation	High | ▶
Commodity markets: Due to operating in highly competitive markets where some competitors benefit from lower cost positions, we run the risk of insufficient differentiation, leading to adverse effects on our sales volumes and margins.	• Focus on high-growth, higher-margin segments supported by continuous competitive monitoring • Differentiate through innovation, leveraging scientific, technical, and data-driven capabilities and a strong portfolio of natural and renewable ingredients • Develop value-adding products/services tailored to customer and end-consumer needs • Maximize operational performance across all Business Units through strict cost control and prudent inventory management	High | ▶
Cybersecurity: Due to persistently high external cyber threats, we run the risk of cyber-attacks, leading to operational disruption and the loss of integrity or confidentiality of information.	• Strengthened information security, supported by ongoing investments in security systems • Cyber Security Governance Board and framework overseeing global cybersecurity across IT, OT, and R&D systems, aligned with new 2025 policies and standards • Employee awareness reinforcement through intensified phishing tests and continuous training ("human firewall") • Business continuity and disaster recovery plans in place to mitigate operational impact of potential attacks • 24/7 global Security Operations Centers (SOC) and established cybersecurity response procedures for rapid detection and action	Medium | ▶
Talent availability: Due to tight labor markets and ongoing macro-economic pressures, we run the risk of being unable to attract, retain, develop, and engage employees with the expertise and mindset needed to implement our strategy, leading to potential capability gaps and reduced organizational performance.	• Company-wide people initiatives covering integrated rewards, development, well-being, engagement, and inclusion & belonging • Active monitoring of retention and engagement, with targeted actions taken when needed • Regular communication with employees on company performance, market context, challenges, and opportunities to maintain transparency and connection	Low | ▼

GOVERNANCE, RISK MANAGEMENT, AND BUSINESS ETHICS > BROADER RISK LANDSCAPE

The broader risk landscape

Regulatory investigation

In 2023, certain competition authorities commenced an industry-wide investigation into the fragrances sector alleging potential violations of anti-trust law. As part thereof, unannounced inspections were carried out at several Firmenich offices in France, the United Kingdom and Switzerland, and Firmenich received a subpoena from the Antitrust Division of the United States Department of Justice. Subsequently, regulatory authorities in other jurisdictions also launched parallel anti-trust investigations. The company is fully cooperating with the authorities. The United States Department of Justice has recently advised the company that it shall be closing its anti-trust investigation of dsm-firmenich. As per the date of the release of this Report, no additional updates on the investigations are available. In addition, multiple civil lawsuits have been filed against the company relating to the investigation.

Sustainability

Information relating to sustainability risks (including climate risk) is disclosed in the Sustainability Statements. Material sustainability risks are integrated and managed as part of the regular Enterprise Risk Management framework. The impact of physical climate change and loss of biodiversity on our value chain is included as a long-term risk.

ANH separation

The Animal, Nutrition & Health (ANH) business carve-out's complexity, operational interdependencies, and ongoing restructuring create a potential risk of disruption before and after separation. ANH is run as a stand-alone organization as of January 2026.

Other risks

There are also other business risks, such as innovation, business continuity, product quality, tax, increasing regulatory requirements, and increasing non-financial reporting requirements, with proper mitigations plans in place, assessed and evaluated on regular basis.

All relevant risks are considered in the preparation of our financial statements.

GOVERNANCE, RISK MANAGEMENT, AND BUSINESS ETHICS > CYBER AND INFORMATION SECURITY

Cyber and information security

Robust cyber and information security are fundamental to safeguarding data privacy, ensuring controlled access to IT systems and networks, and helping maintain the trust of our stakeholders.

We employ rigorous processes, advanced technologies, and strict data-handling practices to prevent system failures and major security incidents. Cyber and information security have been identified as material risks for the company and are reviewed annually by each of the Audit & Risk Committee and the Board of Directors. To mitigate potential financial exposure, dsm-firmenich maintains cyber insurance coverage.

We recognize the importance of transparency regarding the impact of geopolitical and macroeconomic uncertainties on our business model, financial performance, and sustainability objectives. The global environment continues to evolve rapidly, shaped by factors such as ongoing armed conflicts, trade barriers, volatility in energy and commodity markets, supply chain disruptions, and the rising frequency and sophistication of cyber threats. We address these factors by integrating cybersecurity governance and risk management into our broader resilience framework. We apply a data-driven approach to risk management, continuously monitoring, measuring, and refining our risk exposure and corresponding cyber controls. This is supported by a robust governance structure based on a three-tiered defense model, which ensures clear accountability and enhances our ability to detect, prevent, and respond effectively to emerging threats.

Recognizing the growing influence of artificial intelligence in both operational processes and threat landscapes, we have strengthened our governance approach to address AI-driven risks. This includes proactive measures to mitigate adversarial attacks on machine learning models and the deployment of adaptive controls to safeguard against emerging, AI-enabled cyber threats. By integrating these considerations into our governance framework, we ensure resilience and accountability in an increasingly complex digital environment.

We remain on track to achieve NIS 2 directive compliance, expected in the first half of 2026, while closely monitoring evolving national regulatory guidance and implementation timelines. Oversight of Information security is maintained at the executive level through the Chief Information Security Officer (CISO), supported by continuous monitoring of information security incidents. All employees complete mandatory annual training on information security to foster awareness and strengthen the company's overall resilience.

In 2025, the company experienced no major cyber incidents.

GOVERNANCE, RISK MANAGEMENT, AND BUSINESS ETHICS > BUSINESS ETHICS

Business ethics

Note: The figures in this Business ethics section are reported on the basis of total dsm-firmenich, comprising continuing and discontinued operations, unless explicitly stated otherwise.

At dsm-firmenich, our actions are guided by our company values and our commitment to observing the highest ethical standards.

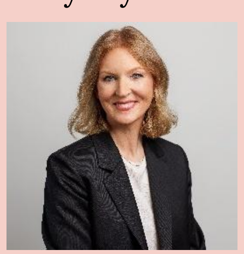
As a company, we follow all applicable laws and regulations and promote a strong compliance culture, one in which all our employees feel they can openly raise any potential concerns without fear of retaliation.

On a quarterly basis at least, the Business Ethics team reports and escalates compliance issues and initiatives to the Group Ethics Committee (GEC), which oversees, assesses and enhances ethics and integrity across the company, based on our Code of Business Ethics and Group Policies. The GEC plays a crucial role in maintaining an ethical culture and ensuring that the organization operates with accountability. The GEC consists of:

- Chief Executive Officer
- Chief Financial Officer
- Chief Human Resources Officer
- Chief Legal, Risk and Compliance Officer (Chair)
- Head of Business Ethics (Secretary)

In 2025, our focus was on continuing to establish the foundations of our ethics and compliance framework, while ensuring that our program is strong, resilient, fit for purpose, and responsive to the evolving needs of our organization and our stakeholders. Our Code of Business Ethics and related policies set out our principles for acting ethically as a company. The framework covers the prevention and mitigation of bribery and corruption risks, the delivery of mandatory business ethics training, and the operation of a secure platform for reporting actual or suspected breaches of our ethical standards. These activities address the various ethics and compliance risks overseen by the Business Ethics team, with ultimate accountability residing with the Group Ethics Committee (GEC).

“Integrity guides our choices, shapes our culture, and earns the trust we build every day.”



Laetitia Pictet
Chief Legal, Risk and Compliance Officer

Identifying and managing bribery and corruption risks

A key focus is preventing corruption and bribery by establishing effective counter-measures. Our Anti-Bribery and Corruption policy shapes our internal regulatory framework by defining principles and areas for attention. From this, we derive a set of standards that address the main risk areas. Moreover, a multi-disciplinary third-party risk assessment was conducted to gauge the risk of bribery and corruption, among other things. As a result, we implemented further process improvements and identified areas requiring further attention. Reflecting enhancements made in 2025 and our focus on preventing corruption and bribery through effective measures, during the year we:

- Continued our review of donations and sponsorships and the suitability of our philanthropic initiatives and partners
- Supplemented the Conflict of Interest standard with a section providing guidance on managing potential or actual conflicts of interest during the recruitment process
- Launched a new Gifts and Entertainment standard, replacing earlier requirements to cover the giving and receiving of gifts and participation in entertainment activities with individuals outside dsm-firmenich
- Commenced work on a Group standard to harmonize our Anti-Bribery and Corruption Third-Party Risk checks. This ensures due diligence vis-à-vis our Business Partners

The gathering of data through dedicated mechanisms linked to each of the aforementioned standards also helps the company to ensure their consistent application, to identify trends, analyze data relationships, and proactively address potential risks.

The aim of these standards is not only to establish a set of rules to protect the company and its workforce but also to provide clear guidance to employees on the part they play in fostering an ethical business environment. The standards are shared via dedicated communication and training programs, complementing the imperative learnings enshrined in our Group mandatory trainings.

Group mandatory trainings

Training mitigates the risk of breaches of our ethical standards. In 2025, we worked on creating a strong and comprehensive mandatory training program, targeting 100% completion rates. Between October 2024 and August 2025, we successfully launched five Group mandatory trainings: Code of Business Ethics (CoBE), Anti-Bribery and Corruption (ABC), People-Centric (Work Respect and Harassment Prevention), Physical and Cyber Security, and Safety, Health and Environment (SHE). The training cycle follows a two-year review period. All employees are required to complete the five Group mandatory trainings. By the end of 2025, all five mandatory trainings for internal employees achieved a completion rate above 96%. This demonstrates strong engagement and commitment to compliance across the organization. To ensure accessibility and effectiveness, the trainings were delivered via a user-friendly online platform for all employees, complemented by dedicated classroom sessions for shop-floor teams.

Legal targeted trainings

In addition to the Group Mandatory trainings, for all employees, Legal targeted trainings were assigned to specific groups of employees across the organization, typically those focused on core functions or roles. Between August 2024 and June 2025, we successfully launched three Legal targeted trainings: Competition Law (in two launch waves), Privacy Awareness (in two launch waves), and Trade Compliance.

Speaking up

At dsm-firmenich, we promote honest communication in which everyone, internally and externally, can come forward without fear of retaliation in the event of any perceived breach of our ethical standards.

Having a robust whistleblowing framework that everyone can trust is a vital aspect of our company culture. It is essential for the prevention and detection of breaches of our Code of Business Ethics. We do not tolerate any form of retaliation against individuals who, in good faith, seek guidance, raise a concern regarding potential misconduct, or cooperate in an investigation. Disciplinary action is taken against anyone who engages in retaliatory behavior toward those who report such concerns in good faith.

In our publicly available Speak Up framework, we provide information about all the channels available for reporting a concern. If employees wish to come forward, they may speak with their line manager, HR, or Business Ethics team, or alternatively use our SpeakUp platform. All external stakeholders have the possibility to raise concerns via Speak Up, which is available on our website, along with our Code of Business Ethics and our Supplier Code.

The SpeakUp platform is operated by an external provider and is accessible 24/7. It offers an option to lodge reports anonymously and may also be used by third parties. Our employees learn about the framework through mandatory training in our Code of Business Ethics. This is amplified by intranet communications and poster campaigns. In addition, ad-hoc trainings occur as needed. Speak Up cases are reported to the Group Ethics Committee on at least a quarterly basis.

We treat every report with the utmost seriousness. Every concern raised to the Business Ethics team is handled promptly, with a commitment to confidentiality, fairness, and accountability. Our goal is to ensure that every case is addressed in a consistent and respectful manner. In 2025, we also published our Code of Business Ethics Investigation Standard for cases to be addressed consistently across the organization.

Speak Up reports

Reports		Case Status		Case categories	
Description	**No.**	**Description**	**No.**	**Description**	**No.**
Cases	169	In progress	31	Discrimination, Harassment, Bullying, Retaliation	72
Linked reports	44	Closed (unsubstantiated)	100	Mistreatment / Inappropriate Behavior	45
Non-cases	5	Closed (substantiated)	38	Conflict of Interest	10
				Labor Practices	9
				SHE (Safety, Health & Environment)	7
				Other	26
Total	**218**	**Total**	**169**	**Total**	**169**

In 2025, we processed 218 reports via Speak Up. All were investigated. Substantiated complaints on issues such as workplace harassment, mistreatment, conflicts of interest, labor practices, or SHE-related issues, led to terminations, written warnings, trainings, process improvements, among other things.

Five cases related to potential bribery and corruption (reported in the 'Other' category) were reported via Speak Up. Each case was subject to internal investigation. While allegations could not be substantiated, all reports were taken seriously and reviewed thoroughly in line with our commitment to integrity and accountability.

Compensation

Introduction by the Chair of the Compensation Committee

Since we became dsm-firmenich in 2023, our compensation structure has allowed us to bring progress to life by rewarding the delivery of strong financial results and the achievement of ambitious and measurable sustainability objectives. In the interests of all stakeholders, we recognize performance as critical for our profitable growth while we also take into account our impact on society and the planet. Our approach is built on three pillars: fairness, competitiveness, and value creation. Our Short- and Long-Term Incentive programs reinforce our strategic priorities and allow our employees to share in our success.

2025 performance

Despite a challenging external environment in 2025, we progressed our strategic transformation and delivered solid operational and financial outcomes. We stayed the course and delivered solid results. Nevertheless, the Short-Term Incentive achievement remained below target, underpinning that the targets set were ambitious.

Activities of the Compensation Committee in 2025

The Compensation Committee works within the company's Articles of Association and its Charter, supported by in-house rewards experts and our external advisor, Willis Towers Watson, who, when required, adds an external perspective on benchmarks and market practices.

In 2025, the Compensation Committee focused on reviewing business performance, regulatory changes around remuneration and reporting as well as market assessments of Board and Executive Committee pay structures. It also conducted a risk analysis regarding pension benefits. Goals and targets were set for business and sustainability performance, building on the framework put in place at the inception of the merger.

The Committee also drafted proposals for the Board concerning the remuneration of individual Executive Committee Members, reflecting upcoming changes in the team's composition.

Changes in the Executive Committee

In 2025, Laetitia Pictet took over from Jane Sinclair, who stepped down effective May 1, 2025. In response to the carve-out of the Animal Nutrition & Health business, Ivo Lansbergen stepped down from the Executive Committee effective October 1. Further to this, two other leadership changes were announced, taking effect as of January 1, 2026: Maurizio

Carla Mahieu, Chair, Compensation Committee

Clementi succeeded Patrick Niels, leading the Taste, Texture & Health business, while Alessandre Keller assumed leadership of the Health, Nutrition and Care business, taking over from Philip Eykerman. As of this same date, Philip Eykerman took on the role of Chief Strategy, M&A and Transformation Officer, while Patrick Niels is to retire from the company effective September 1, 2026.

The voices of our stakeholders

Making informed and thoughtful remuneration decisions demands close cooperation with the Executive Committee and reward specialists, alongside engagement with stakeholders and proxy advisors.

While some stakeholders advocate greater financial emphasis in variable pay schemes, others value the measurability of sustainability targets and their strong alignment with our strategy and license to operate. We will maintain our practice of frequently engaging with investors, and the Compensation Committee will balance these perspectives, ensuring that remuneration decisions support the company's sustained leadership as a Category of One and a leader in health, nutrition and beauty.

Our 2024 Compensation Report received strong support at the 2025 Annual General Meeting (AGM). Stakeholders welcomed the increased transparency regarding the ex-post disclosure of Short-Term Incentive (STI) targets and their achievement. The 2025 AGM did not raise any items requiring an adjustment of the remuneration structure; hence we have not made changes to our overall compensation structure, peer group, and incentive design.

About the report

This report is designed to foster informed perspectives on our reward practices by presenting facts and figures and explaining the reasoning behind our decisions. It includes the information required by the Swiss Code of Obligations and is inspired by the Swiss Code of Best Practice for Corporate Governance. We aim for transparency without disclosing business-sensitive information in a manner that would serve neither our own interests nor those of our stakeholders.

In line with the EU CSRD (Corporate Sustainability Reporting Directive), our Sustainability report includes the Annual Pay ratio, i.e., the ratio between the highest-paid employee's compensation and the median of all other employees.

Outlook for 2026

Looking ahead to 2026 and beyond, we remain committed to the successful execution of our business strategy, supported by a remuneration framework that drives performance, encourages innovation, and promotes sustainable long-term growth. We will continue to engage with stakeholders, tracking market trends while adapting to evolving governance standards.

On behalf of the Compensation Committee and the Board of Directors, I sincerely thank our customers, employees, shareholders, and other stakeholders for their ongoing trust and collaboration.

Carla Mahieu
Chair, Compensation Committee

COMPENSATION > AT A GLANCE

Compensation at a glance

Board of Directors (BoD)

To ensure independence, the Members of the Board of Directors receive a fixed fee partially in cash and partially in Restricted Share Units (RSUs). Committee fees are provided in cash. RSUs are subject to a three-year vesting period.

Applicable fee structure for BoD on an annual basis

Fixed fee	Cash	RSUs
(In CHF)		
Chairman	400,000	400,000
Vice Chair	122,500	122,500
Member	100,000	100,000

Committee fees	Cash	RSUs
Chair Audit & Risk Committee	40,000	n.a.
Chair other committees	30,000	n.a.
Member Audit & Risk Committee	25,000	n.a.
Member other committees	20,000	n.a.

There is no minimum shareholding requirement for Members of the Board of Directors.

The below table concerns the actual (2025) and allocated (2026) remuneration provided for the period May 7, 2025 until the Annual General meeting on May 7, 2026, compared to the total maximum remuneration as approved by the General Meetings on May 6, 2025.

Approved and Actual/Allocated compensation of the BoD

Total compensation	Approved	Actual/Allocated
(In € considering the 2025 Average Fx rate)*		
AGM 2025 until AGM 2026	3,773,258	3,594,456

* Fees are determined and paid in CHF; reporting herein is based on €. During the year, payments are converted to €. The average Fx rate is €1 = CHF0.93693.

The total compensation excluding social security contributions remains within the approved amount. As of December 31, 2025, the Members of the Board of Directors held 16,078,913 shares and 46,871 RSUs.

Executive Committee (ExCo)

We want to attract and retain qualified leaders who can shape our future, rewarding progress in innovation and growth. We focus on long-term stakeholder value, aim to be competitive, and strive to align rewards with our strategy and sustainability ambitions. The below table provides an overview of target Total Direct Compensation (including Base Salary, the Short-Term and Long-Term Incentives). Any share units granted are subject to a three-year vesting period.

Total Target Direct Compensation of the ExCo

Position	Target STI	Target LTI
(In % of Annual Base Salary)		
CEO	100%	200%
Other ExCo Members	85% or 100%	120% or 100%

The minimum shareholding obligation is 300% (of annual Base Salary) for the CEO and 100% for other ExCo Members, to be accrued in a five-year period

The total compensation excluding social security contributions awarded to the Members of the Executive Committee during 2025 remained within the maximum amount of total compensation for the same period as approved by the General Meeting on May 7, 2024 (see below table).

Approved and Actual compensation of the ExCo in 2025

Total compensation	Approved	Actual
(In € thousand), considering the 2025 Average Fx rate)*		
Total Compensation	41,309	22,667

* Compensation is determined in CHF; reporting herein is based on €. During the year, payments are converted to €. The average Fx rate is €1 CHF0.93693.

On December 31, 2025, the CEO held 90,854 shares. The other Members of the Executive Committee in total held 94,388 shares.

Governance

- Remuneration decisions are governed by the Swiss Code of Obligations and the Company's Articles of Association.
- The prospective maximum remuneration for the Board of Directors and the Executive Committee is subject to a binding vote at the General Meeting.
- The General Meeting casts a non-binding vote on the Compensation Report.

COMPENSATION > GOVERNANCE

Compensation governance

Governance structure

As determined by the Swiss Code of Obligations and the Articles of Association, the remuneration of the Board of Directors and the Executive Committee is subject to approval by the Annual General Meeting, upon a proposal by the Board of Directors (see first table opposite).

Considering proposals of the Compensation Committee, the Board of Directors shall approve the terms and conditions of Short- and Long-Term Incentive plans (to be settled in cash or equity), including performance targets. Furthermore, the Board of Directors approves the terms and conditions of employment arrangements of the Board of Directors and the Executive Committee and may provide for adjustment mechanisms or claw-back of incentive-based compensation. Regarding equity compensation plans, the Board of Directors shall determine the plan specifics. These include, but are not limited to, grant value, vesting requirements, blocking, and/or lock-up periods and forfeiture conditions.

Compensation Committee

Governed by the Compensation Committee charter, the Compensation Committee comprises four non-Executive Directors, to be appointed for one year by the Annual General Meeting. For the period from the 2025 AGM until the 2026 AGM, the Committee Members are Carla Mahieu (Chair), Thomas Leysen, Frits van Paasschen, and André Pometta. The Chair determines the agenda, while the Chief Human Resources Officer (CHRO, who is also the secretary of the Compensation Committee) and relevant experts prepare and provide materials for the Compensation Committee meetings (see the table 'Annual agenda Compensation Committee' opposite). The Compensation Committee may invite the CEO or other Executives to their meetings as deemed necessary. These have an advisory role and no voting rights. This is also the case for external experts and advisors who may be engaged during the year to provide legal and external market insights.

The shareholders are involved in the decisions concerning the remuneration of the Board of Directors and the Executive Committee. The General Meeting has a binding vote on the maximum remuneration for the Board and the Executive Committee. In accordance with the Articles of Association, such a binding vote has a prospective nature and concerns the maximum remuneration for the period until the next General Meeting (Board of Directors) or the following calendar (i.e., financial) year (Executive Committee). We submit a compensation report to the General Meeting (non-binding vote), inviting the shareholders to express their opinion on the remuneration in the previous year.

The graphic opposite provides an overview of the relevant decisions on compensation (to be) made by the Annual General Meeting.

Compensation governance structure

Remuneration of	Proposal by	Approval by
Board of Directors as a whole	Board of Directors	Annual General Meeting
Executive Committee as a whole	Board of Directors	Annual General Meeting
Chair of the Board of Directors; CEO[1]	Compensation Committee	Board of Directors
Members of the Board of Directors	Compensation Committee	Board of Directors
Members of the Executive Committee	Compensation Committee	Board of Directors

1. The CEO will not attend those (parts of the) meetings if items are discussed involving him individually

Annual agenda Compensation Committee

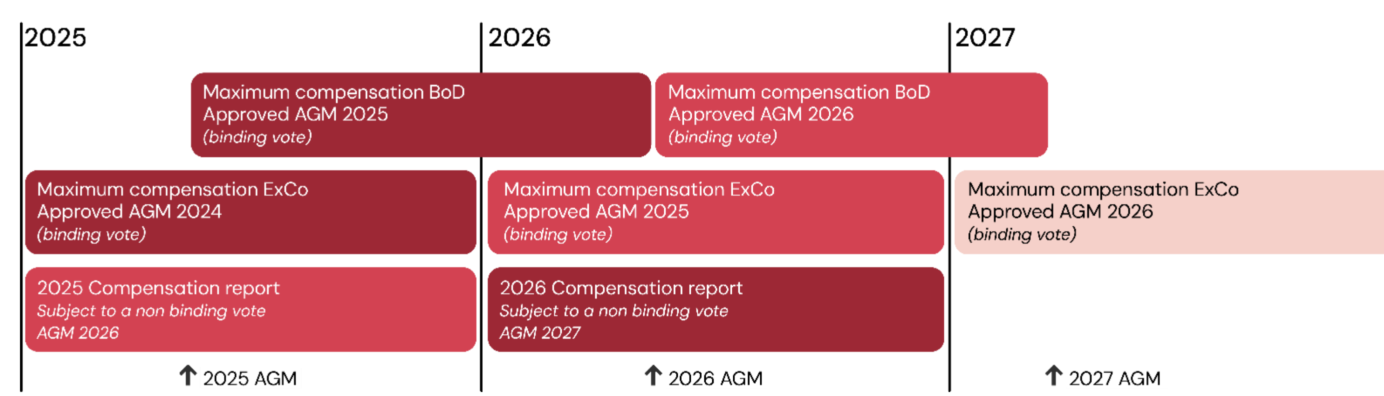
1st half of financial year

- Actual remuneration of the Board of Directors and Executive Committee Members, backward-looking
- Remuneration of the Board of Directors and Executive Committee, forward-looking
- STI and LTI actual performance achievement, backward-looking
- Trends in remuneration, governance, and regulatory requirements
- Validation of compliance checks with reward principles
- Validation of annual Compensation Report
- Preparation for AGM

2nd half of financial year

- STI and LTI target performance measures, forward-looking
- Market benchmarking for Board of Directors and Executive Committee remuneration
- Stakeholder consultation
- Pensions (risk analysis)
- Review of incentive design and alignment with strategy
- Preview of annual Compensation Report

Compensation decisions



COMPENSATION > CURRENCY

Currency

As determined by the Articles of Association, the company currency is the euro (€). The remuneration of the Members of the Board of Directors and the Members of the Executive Committee is determined and paid in Swiss Francs (CHF). For Members of the Executive Committee employed by a non-Swiss entity, a conversion rate to the euro applies.

For the purpose of establishing the maximum remuneration amounts for the Board of Directors and the Executive Committee as approved by the General Meeting, a conversion rate was assumed (€1 = CHF0.98 for the envelope concerning the Executive Committee in FY 2025 and €1 = CHF0.96 for the envelope concerning the Board of Directors for the period between the 2025 and 2026 AGM) ('Assumed Fx rate'). For accounting purposes, payments during the year provided in CHF were converted to € using a monthly average rate. The 2025 average exchange rate was €1 = CHF0.93693 ('Average Fx Rate').

These converted amounts, plus any items (cash or equity) provided for in euros, represent the actual remuneration. In accordance with the Swiss Code of Obligations (art. 734 para. 2 in connection with art. 958d, para. 3), the actual remuneration stated in euros must be expressed in local currency (i.e., CHF) as well. In line with the accounting principles, the year-end Fx rate equal to €1 = CHF0.9314 ('Year-end Fx rate') applies in this respect. Amounts calculated by this means are referred to as 'CHF Value'.

COMPENSATION > BOARD OF DIRECTORS

Compensation of the Board of Directors

Set-up of the compensation of the Board of Directors

Compensation set-up

Our remuneration approach is designed to engage qualified independent directors who possess the required balance of personal skills, competencies, and experience. To ensure that we provide a fair and competitive remuneration, we conduct regular benchmarking. It is market practice to review the remuneration of the Board of Directors against practices in the country of domicile, so the companies included in the Swiss Market Index (SMI) serve as the benchmark (excluding companies whose compensation levels are considered materially higher than the SMI companies). The fees set are below the median of the reference group.

The remuneration consists of a Base Fee and Committee Fees to ensure that the Board Members utilize their skills and competences to the maximum extent and to reflect the nature of their responsibilities and time spent. The Chair receives no fees concerning his participation in any Committee. To safeguard independence, fees are not linked to the achievement of any predefined individual or company performance targets. The fees for the Members of the Board of Directors are set and paid in CHF. To align the interests of the Board Members Directors with other stakeholders, half of the Base Fee is awarded in Restricted Share Units (RSUs), i.e., the right to receive a dsm-firmenich share at vesting. It is explicitly noted that RSUs are not tied to any individual or company performance targets. The grant of RSUs is subject to the following guidelines:

- The number of RSUs granted is calculated considering the share price at grant date (i.e., the day after the AGM of that year)
- RSUs do not carry voting rights and do not provide eligibility for dividend payments
- Vesting and holding period: three years, starting at grant date
- At the discretion of the Board Member, a sell-to-cover transaction may be selected to settle taxes due at vesting
- Upon leaving the Board, all outstanding RSUs recorded as unvested at termination date shall vest, subject to a holding obligation of the vested shares of a minimum of one year

Annual fees of the Board of Directors

We pay employer contributions to social security systems in line with applicable regulations. These are not included in the maximum amount of remuneration of the Board as approved by the General Meeting. Other than mandatory contributions to the company pension plan ('second pillar') applicable because of Swiss regulations, the fees are not pensionable. No mandatory shareholding requirement applies for the Members of the Board, no loans will be provided to Members of the Board of Directors, and expenses incurred in fulfilling duties are reimbursed, paid on submission of a statement of expenses.

Annual Base and Committee Fees Board of Directors

	Base Fee	Committee Fee
	CHF	CHF
Chairman Board of Directors	800,000	
Vice-Chair Board of Directors	245,000	
Member Board of Directors	200,000	
Chair Audit & Risk Committee		40,000
Chair other Committees		30,000
Member Audit & Risk Committee		25,000
Member other Committees		20,000

Compensation Board of Directors in 2025

Assignment to Committees

All Members of the Board of Directors were re-elected at the 2025 AGM. The Members of the Board of Directors are assigned to the various Committees, as included in the table opposite.

Compensation provided to the Members of the Board of Directors in 2025

Considering the decision that 50% of the Base Fee will be awarded in cash and the remaining 50% in equity, the tables opposite and on the following page provide an overview of the total cash remuneration and the RSU grant in 2025. The Company did not provide any loans to the Members of the Board of Directors, nor were payments made by subsidiaries of dsm-firmenich (except for payments regarding advisory roles observed by Members of the Board of Directors, including the Scientific Advisory Board, as included under 'Other'). No loans / credit facilities were granted, nor were payments made (directly or indirectly) to persons closely connected to the Members of the Board of Directors (Closely Associated Persons). *(Audited)*.

Composition of the Committees of the Board of Directors

	Audit & Risk	Compensation	Governance & Nomination	Sustainability
Thomas Leysen (Chairman)		Member		
Patrick Firmenich (Vice-Chair)			Chair	
Sze Cotte-Tan				Member
Antoine Firmenich	Member			Chair
Carla Mahieu		Chair	Member	
Erica Mann			Member	Member
Frits van Paasschen	Member	Member		
André Pometta		Member		
John Ramsay	Chair			
Richard Ridinger			Member	
Corien Wortmann	Member			Member

Remuneration provided to the Members of the Board of Directors in 2025 (€) – Audited

In €	Year	Base Fee in cash	Committee Fees[1]	Other[2]	Number of RSUs granted	Face value at grant[3]	Remuneration excl. social security contributions	Social security contributions[4]	Total Remuneration
Thomas Leysen (Chairman)	2025	426,878	–	–	4,531	428,451	855,329	–	855,329
	2024	419,752	–	–	3,857	409,036	828,788	–	828,788
Patrick Firmenich (Vice-Chair)	2025	130,695	32,019	6,917	1,388	131,249	300,880	12,805	313,685
	2024	128,566	31,489	6,619	1,181	125,246	291,920	14,303	306,223
Sze Cotte-Tan	2025	106,696	21,346	–	1,133	107,136	235,178	10,115	245,293
	2024	104,961	20,993	–	964	102,232	228,186	11,294	239,480
Antoine Firmenich	2025	106,696	58,702	50,000	1,133	107,136	322,534	12,987	335,521
	2024	104,961	57,731	41,667	964	102,232	306,591	14,510	321,101
Carla Mahieu	2025	106,696	53,366	–	1,133	107,136	267,198	–	267,198
	2024	104,961	52,482	–	964	102,232	259,675	–	259,675
Erica Mann	2025	106,696	42,693	–	1,133	107,136	256,525	10,055	266,580
	2024	104,961	34,604	–	964	102,232	241,797	10,316	252,113
Frits van Paasschen	2025	106,696	48,029	–	1,133	107,136	261,861	–	261,861
	2024	104,961	47,234	–	964	102,232	254,427	–	254,427
Pradeep Pant[5]	2025	–	–	–	–	–	–	–	–
	2024	36,911	7,382	–	–	–	44,293	13,332	57,625
André Pometta	2025	106,696	21,346	6,917	1,133	107,136	242,095	10,115	252,210
	2024	104,961	20,993	6,619	964	102,232	234,805	11,294	246,099
John Ramsay	2025	106,696	42,693	–	1,133	107,136	256,525	21,685	278,210
	2024	104,961	41,986	–	964	102,232	249,179	21,026	270,205
Richard Ridinger	2025	106,696	21,346	53,146	1,133	107,136	288,324	7,118	295,442
	2024	104,961	20,993	41,667	964	102,232	269,853	21,102	290,955
Corien Wortmann	2025	106,696	48,029	40,008	1,133	107,136	301,869	7,205	309,074
	2024	104,961	47,234	30,006	964	102,232	284,433	5,509	289,942
Total	**2025**	**1,517,837**	**389,569**	**156,988**	**16,116**	**1,523,924**	**3,588,318**	**92,085**	**3,680,403**
	2024	**1,529,878**	**383,121**	**126,578**	**13,714**	**1,454,370**	**3,493,947**	**122,686**	**3,616,633**

Remuneration provided to the Members of the Board of Directors in 2025 (CHF) – *Audited*

CHF Value	Year	Base Fee in cash	Committee Fees[1]	Other[2]	Number of RSUs granted	Face value at grant[3]	Remuneration excl. social security contributions	Social security contributions[4]	Total Remuneration
Thomas Leysen (Chairman)	2025	397,594	–	–	4,531	399,060	796,654	–	796,654
	2024	395,071	–	–	3,857	384,984	780,055	–	780,055
Patrick Firmenich (Vice-Chair)	2025	121,729	29,822	6,442	1,388	122,246	280,239	11,927	292,166
	2024	121,006	29,637	6,230	1,181	117,881	274,754	13,462	288,216
Sze Cotte-Tan	2025	99,377	19,882	–	1,133	99,787	219,046	9,421	228,467
	2024	98,789	19,759	–	964	96,221	214,769	10,630	225,399
Antoine Firmenich	2025	99,377	54,675	46,570	1,133	99,787	300,409	12,096	312,505
	2024	98,789	54,336	39,217	964	96,221	288,563	13,657	302,220
Carla Mahieu	2025	99,377	49,705	–	1,133	99,787	248,869	–	248,869
	2024	98,789	49,396	–	964	96,221	244,406	–	244,406
Erica Mann	2025	99,377	39,764	–	1,133	99,787	238,928	9,365	248,293
	2024	98,789	32,569	–	964	96,221	227,579	9,709	237,288
Frits van Paasschen	2025	99,377	44,734	–	1,133	99,787	243,898	–	243,898
	2024	98,789	44,457	–	964	96,221	239,467	–	239,467
Pradeep Pant[5]	2025	–	–	–	–	–	–	–	–
	2024	34,741	6,948	–	–	–	41,689	12,548	54,237
André Pometta	2025	99,377	19,882	6,442	1,133	99,787	225,488	9,421	234,909
	2024	98,789	19,759	6,230	964	96,221	220,999	10,630	231,629
John Ramsay	2025	99,377	39,764	–	1,133	99,787	238,928	20,197	259,125
	2024	98,789	39,517	–	964	96,221	234,527	19,790	254,317
Richard Ridinger	2025	99,377	19,882	49,500	1,133	99,787	268,546	6,630	275,176
	2024	98,789	19,759	39,217	964	96,221	253,986	19,861	273,847
Corien Wortmann	2025	99,377	44,734	37,263	1,133	99,787	281,161	6,711	287,872
	2024	98,789	44,457	28,242	964	96,221	267,709	5,185	272,894
Total	**2025**	**1,413,716**	**362,844**	**146,217**	**16,116**	**1,419,389**	**3,342,166**	**85,768**	**3,427,934**
	2024	**1,439,919**	**360,594**	**119,136**	**13,714**	**1,368,854**	**3,288,503**	**115,472**	**3,403,975**

1. Positions of the Members of the Board of Directors as explained in previous paragraph. Committee Fees are provided in cash.
2. Concerns fees for advisory roles or second pillar pension contributions if required.
3. Face value at grant – number of Restricted Share Units (RSUs) granted times opening price at grant date. For the total number of RSUs granted in 2025, the fair value used for accounting purposes in accordance with the International Financial Reporting Standards (IFRS) amounts to €1,404,671 (CHF Value: 1,308,311) compared to €1,374,966 in 2024. (CHF Value: 1,294,118).
4. Social security contributions by the Employer based on 2025 remuneration in any relevant jurisdiction.
5. Board membership discontinued as of May 8, 2024.

Compensation voting

The General Meeting of DSM-Firmenich AG on May 6, 2025 approved (with 97.48% in favor) a maximum total amount of remuneration for the Board of Directors of €3,682,582 for the period starting May 7, 2025 until the 2026 AGM on May 7. The approved maximum amount was based on the following considerations:

- The amount does not include the company-related part of social security contributions paid in line with applicable regulations
- Exchange rate fluctuations are not included
- Other than mandatory contributions to the company pension plan ('second pillar') applicable because of Swiss regulations, the fees are not pensionable
- A sum was included to cover unforeseen circumstances

The table opposite provides an overview of the total maximum amount of remuneration as approved by the 2025 Annual General Meeting (AGM) for the period as of the 2025 AGM until the 2026 AGM and the actual remuneration (excluding social security contributions) awarded as of May 7, 2025 until year-end and the allocated amount to be paid over the period January 1, 2026 until May 7, 2026, thereby considering the Average Fx rate that applied for 2025.

The total remuneration provided in 2025 to the Members of the Board of Directors amounted to €3,588,318 (€3,493,947 in 2024), excluding social security charges for the account of the company. This includes the value of the RSU grant: €1,523,924 (€1,454,370 in 2024) based on the face value (i.e., opening price) at the grant date. Because the fee structure has not changed, the differences between 2025 and 2024 are almost exclusively due to the difference in exchange rate between the Swiss Franc and the euro.

It is estimated that the total remuneration for the Board of Directors for the period January 1, 2026 until May 7, 2026 will amount to €724,983. Added to the remuneration provided in 2025 (May 7–December 31, 2025), the total amount of €3,594,456 remains within the approved maximum amount.

In the 2024 Compensation report, it was confirmed that the Board of Directors' compensation in 2024 and the remuneration allocated at the time for the period January 1 until the 2025 AGM was expected to remain within the envelope as approved by the General Meeting. Considering the payments actually made between January 1 and May 6, 2025 (AGM), this is reconfirmed.

Shareholding

By the end of 2025, the Members of the Board of Directors, including Closely Associated Persons, held 16,078,913 (end 2024: 16,078,913) ordinary shares and 46,871 (2024: 30,755) RSUs. The table opposite provides an overview, detailing:

- The number of ordinary shares held by each individual Member of the Board of Directors on December 31 of the relevant year
- The number of outstanding RSUs held by each individual Member of the Board of Directors on December 31 of the relevant year

Approved maximum total amount of remuneration and actual/allocated remuneration of the Board of Directors from 2025 AGM until 2026 AGM – Audited

	Approved maximum remuneration excluding social security contributions		Actual/allocated remuneration excluding social security contributions	
x thousand	€	CHF	€	CHF
Total Remuneration Assumed Fx rate	3,683	3,536	3,508	3,368
Total Remuneration Average Fx rate	3,773	3,536	3,594	3,368

Shareholdings of the Board of Directors – Audited

	Number of Shares held on 31 December 2025	Number of Shares held on 31 December 2024	Number of RSUs held on 31 December 2025	Number of RSUs held on 31 December 2024
Thomas Leysen (Chairman)	20,035	20,035	13,179	8,648
Patrick Firmenich (Vice-Chair)	4,548,829	4,548,829	4,037	2,649
Sze Cotte-Tan	–	–	3,295	2,162
Antoine Firmenich	3,519,236	3,519,236	3,295	2,162
Carla Mahieu	–	–	3,295	2,162
Erica Mann	–	–	3,295	2,162
Frits van Paasschen	–	–	3,295	2,162
André Pometta	7,985,012	7,985,012	3,295	2,162
John Ramsay	1,801	1,801	3,295	2,162
Richard Ridinger	4,000	4,000	3,295	2,162
Corien Wortmann	–	–	3,295	2,162
Total	16,078,913	16,078,913	46,871	30,755

COMPENSATION > EXECUTIVE COMMITTEE

Compensation of the Executive Committee

Set-up of the compensation of the Executive Committee

Compensation philosophy

At dsm-firmenich, our remuneration philosophy reflects who we are: a company committed to improving wellbeing and driving sustainable progress. Rewarding performance is not just about numbers: it's about recognizing contributions that benefit stakeholders, society, and the planet. Our approach is built on three pillars: fairness, competitiveness, and long-term value creation. We offer market-relevant compensation to attract and retain talent, linking rewards to financial results and our sustainability goals, securing our license to operate.

The remuneration structure has a long-term focus and combines fixed and variable elements to motivate and recognize strong contributions. Incentive programs support ambitious targets, reinforcing strategic priorities and allowing our employees to share in our success.

For shareholders and other stakeholders, this means a structure that drives performance responsibly, fosters engagement, and secures dsm-firmenich's future. We believe the design is balanced compared to peers and industry benchmarks and that it supports our strategic priorities. The key elements of our compensation philosophy and implementation guidelines are set out in the overview opposite.

Benchmarking

Compensation for the Executive Committee is benchmarked against the market to ensure that we attract and retain talented leaders and remain competitive. This includes a quantitative review of remuneration levels as well as a qualitative review of best practices and developments regarding remuneration in the public domain. A labor market peer group (see table opposite) has been defined. The peer group includes manufacturing companies headquartered in Europe (a mix of Switzerland, the Netherlands, and other countries); US companies are excluded. Acknowledging recommendations by shareholder representatives, selected peer-group companies are comparable in size and complexity. Indicators considered in this respect are market capitalization, revenue, and number of employees.

Key elements of our compensation philosophy and implementation guidelines	
• Reward long-term stakeholder value: Remuneration strategies and outcomes are tied to the purpose of the company and reflect the long-term value created for its varied stakeholders.	• Simplicity and transparency: Straightforward design and transparent communication to all stakeholders are essential.
• Fair and competitive rewards: Reward opportunities reflect competitive practices of peer companies, guaranteeing pay equity and competitiveness of total remuneration, securing pay for performance, and rewarding superior, sustainable value creation.	• Alignment with applicable governance practices: Our rewards methodology reflects appropriate best practice and corporate governance standards.
• Aligned with Group strategy and sustainability ambitions: Group performance and leadership in sustainability commitments are reflected in the design of rewards.	• Individual choice and diversity: We strive to enable our people to make personal choices regarding benefit offerings in line with their needs throughout different phases of life.

Labor market peer group

Company	Country
ABB	Switzerland
AkzoNobel	Netherlands
Alcon	Switzerland
ASML Holding	Netherlands
Beiersdorf	Germany
Chocoladefabriken Lindt & Sprüngli	Switzerland
Danone	France
Givaudan	Switzerland
Heineken	Netherlands
Henkel	Germany
Kerry Group	Ireland
Koninklijke Philips	Netherlands
Lonza Group	Switzerland
Merck KGA	Germany
Reckitt	United Kingdom
Sika	Switzerland

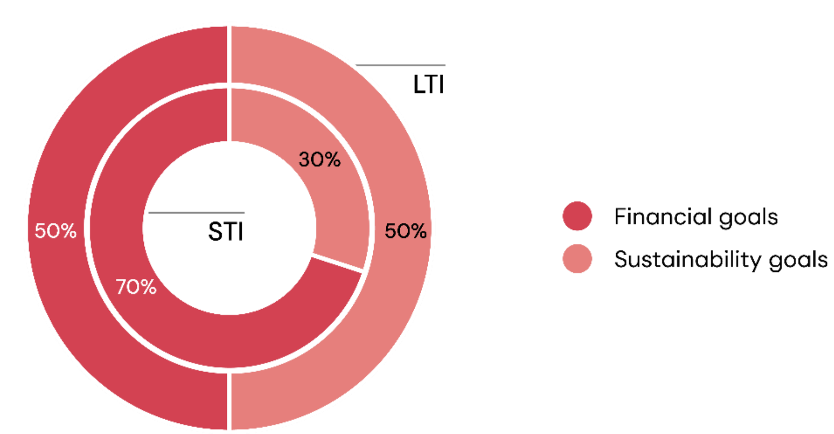
Positioning

Total Direct Compensation opportunity for the CEO has been positioned around the median of the peer group. There is a strong focus on long-term value creation in the pay-mix design: the maximum payout can only be achieved by delivering exceptional performance.

This approach also applies to the other Executive Committee Members and serves as the remuneration reference for existing and future Executive Committee appointments, considering the scope and responsibilities of the role. Total remuneration for the individual Executive Committee Members is around the median of the peer group.

Compensation structure: Executive Committee at a glance

Base salary	Pension & other benefits	Short-Term Incentive	Long-Term Incentive	Shareholding obligation
Purpose and link to strategy				
Fixed pay considering scope of the role, competencies and skill set	Securing health and well-being, risk protection, and post-employment income	Incentive aligning short-term business objectives/drivers with strategic company objectives. Driving pay for performance	Focus on long-term value creation, ensuring that business decisions are in the long-term interests of all stake-holders	Aligning the reward of Executives with the interests of stakeholders
Vehicle/delivery				
Cash	Subject to plan rules (cash settled)	Cash	Performance Share Units (***PSUs***); three-year vesting period subject to predefined goals and targets	Executive Committee Members obliged to hold company shares
Timing				
Monthly	Subject to plan rules	Accrual in respective financial year. Pay-out in April of consecutive year	Performance and vesting period: three consecutive financial years, starting with the year of grant	Five years to meet the obligation
Opportunity				
Considering responsibilities of the role, market competitiveness, internal equity and competences	Broadly aligned with the wider workforce (in country of employ-ment) and considering market practice	Target level (in % Annual Base Salary): - CEO: 100% - Other: 85% or 100% Minimum pay-out is 0%, maximum pay-out is capped at 200% of target. Threshold: No STI pay-out if actual Adjusted EBITDA is less than 75% of budgeted Adjusted EBITDA	Target level (in % Annual Base Salary): - CEO: 200% - Other: 120% or 100% Maximum vesting capped at 150% or 200% of target	In % Annual Base Salary - CEO: 300% - Other: 100%
Performance measures				
Changes to be based on changes in responsibilities, performance, contribution, market developments, and benchmarking		Targets are set by the Board of Directors considering financial and sustainability goals. Their respective weighting is as follows:		Exposure to dsm-firmenich share price



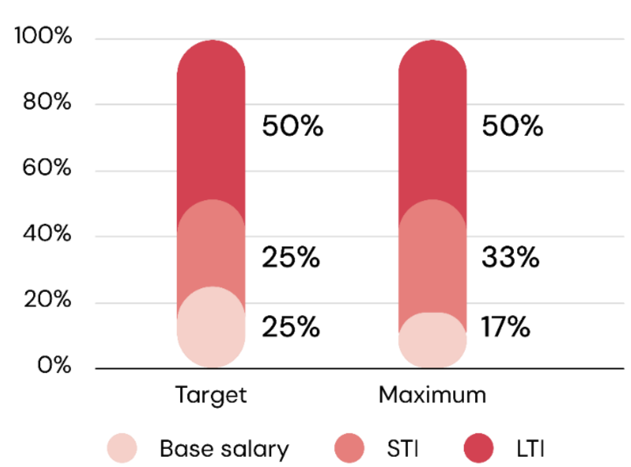
Pay-mix

The direct compensation of the Executive Committee Members is approved by the Board of Directors. It comprises:

- Total Direct Compensation (base salary, Short-Term Incentive, Long-Term Incentive)
- Benefits, including pension benefits and risk insurances, company car, and social security contributions

Total Direct Compensation is strongly linked to the short- and long-term success of the company. The incentive plans are designed to link reward opportunities to business performance. For the CEO, 75% of the at-target Total Direct Compensation is linked to incentive programs. Outstanding business performance and achievements may result in pay-out or vesting above target, while performance that remains below expectation results in a pay-out below target or a (partial) forfeiture of LTI grants. Each of the components is further explained hereafter. The graph below provides an overview of the applicable pay-mix.

Pay-mix of CEO at target and maximum



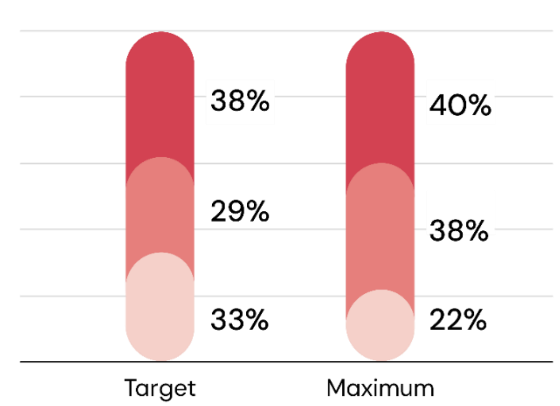
Base salary

With reference to the Total Direct Compensation benchmark, base salary is set acknowledging the scope of responsibilities, competencies and skill set, and competitive market data. It is the foundation for determining the Short- and Long-Term Incentive opportunity. Base salary is reviewed annually and may be adjusted considering the responsibilities in the role, performance, and contribution of the Executive Committee Members as well as market movements.

Pension and other benefits

The CEO participates in an international pension plan, while the Members of the Executive Committee participate in the local pension plan of the country in which their employment resides. The benefits to be accrued under the respective (international) plans are similar to the plans applicable to the workforce in the respective countries (the international plan mirrors the Swiss pension scheme).

Average pay-mix of other Members of the Executive Committee at target and maximum



Typical other benefits include a company car and risk insurances in the event of death in service or full disability. In specific situations, temporary housing or typical expatriation benefits may be foreseen.

Short-Term Incentive

The Short-Term Incentive (STI) scheme is designed to reward short-term (operational) performance within the long-term objective of creating sustainable value and growth, considering the interests of all stakeholders. For at-target performance, the annual STI opportunity amounts to 85% or 100% of annual base salary. The maximum pay-out is capped at 200% of target.

For each goal, a target will be set corresponding to a 100% pay-out. In addition, a floor defines the level of performance below which no pay-out will be made, while the cap represents the level of performance at which the maximum pay-out is 200% of the target opportunity. Pay-out levels between floor, target, and the cap are calculated by linear extrapolation.

In determining the target achievement, the Board of Directors shall assess whether the result is fair given business circumstances and may, at their sole discretion, adjust achievement accordingly. The STI is subject to an overall threshold. If the actual Adjusted EBITDA over the performance year does not reach 75% of the budgeted Adjusted EBITDA of the year, no STI will be awarded at all.

Long-Term Incentive

The Long-Term Incentive (LTI) is designed to ensure long-term value creation and alignment with the interests of all stakeholders and to support the retention of talented leaders.

The LTI scheme is a rolling cliff plan covering a three-year performance period. Any grant is subject to goals set by the Board of Directors. For each goal, a target will be set corresponding to the level of performance that will result in an at-target vesting (i.e., 100% achievement of the target). In addition, a floor defines the level of performance below which no vesting will take place, while the cap represents the level of performance at which the maximum vesting is earned. Achievement between floor, target, and the maximum is calculated by linear extrapolation. Final assessment of target achievement is at the sole discretion of the Board of Directors.

The at-target grant level for the CEO represents 200% of base salary; maximum vesting is capped at 150% of target. For other Executive Committee Members, the at-target grant is set at 120% or 100% of base salary, with maximum vesting capped at 150% or 200% of target respectively.

Main plan features:

- Grant of Performance Share Units (PSUs), i.e., the right to receive – upon vesting – one ordinary dsm-firmenich share for each PSU, provided the vesting criteria are met
- Vesting is subject to continued employment and the achievement of the performance goals set for the respective grant
- In specific situations, also the grant of Restricted Share Units (RSUs) is possible; vesting is subject to continued employment only
- Vesting and holding period: three years starting from the grant date

- Performance period: three financial years starting on January 1 of the year of grant
- The number of share units to be granted is determined by the base salary at the grant date and the average share price over the reference period to be set by the Board of Directors
- At vesting, Grantees may elect a sell-to-cover in order to settle the withholding of social security contributions and withholding of taxes due at the vesting date

Share ownership guidance

To align the interests of the Executive Committee Members even further with those of our stakeholders, the Members of the Executive Committee are required to hold a minimum multiple of their annual base salary in dsm-firmenich ordinary shares equivalent to:

- CEO: three times annual base salary
- Other Members: one annual base salary

The required value must be accrued within a five-year period. Only shares in the form of fully vested shares obtained upon the vesting of share units granted under a Company program or shares privately acquired on the open market are considered.

Goal-setting

A broader set of key performance indicators is in place for dsm-firmenich, some of which feature in our incentive programs. This relates to targets that reflect our financial performance and sustainability goals, since bringing progress to life goes hand in hand with profitable growth. The design of our Short- and Long-Term Incentive plans emphasizes the importance of building long-term growth opportunities. Our goals underpin our commitment to contribute to a better world, while at the same time generating profitable growth in line with our key strategic goals.

Concerning our incentive programs, the Board of Directors will set goals, their weight, and targets (i.e., the metric to be achieved). The weighting shall reflect the importance of both financial and sustainability aspirations. In doing so, the Board of Directors may respond in an agile way to business needs and/or strategy adjustments in a changing environment. In doing this, the Board of Directors shall:

- Derive goals from the company strategy
- Focus on objectives instrumental to achieving long-term value creation
- Consider historical performance, business outlook and circumstances, and priorities
- Take into account stakeholders' expectations
- Ensure that targets are stretching, in order to drive competitive advantage while discouraging excessive risk-taking

No individual goals are included.

Following the end of an applicable performance period, the Board of Directors will compare the actual performance with the targets that were set and will assess whether the result is considered fair given (business) circumstances and may at their sole discretion, adjust achievement accordingly.

Within the limits of business-sensitive information, dsm-firmenich will give stakeholders insight into target-setting and achievement.

Employment terms and conditions

All employment agreements of the Members of the Executive Committee include a clause prohibiting (changes in) pay to be executed if such (change in) remuneration is not included in the maximum amount of remuneration approved by the General Meeting.

Members of the Executive Committee have an employment agreement for an indefinite period of time and are subject to a notice period of six or twelve months. During this period (unless there has been a termination for cause), entitlement to base salary and STI continues. Unvested Long-Term Incentives grants are forfeited on the effective date of a resignation or termination for cause. In other cases of a termination of employment, unvested LTI grants will vest on a pro rata basis on the effective date of such termination.

In accordance with Swiss law, no severance payments or change-in-control provisions are agreed or paid. The employment arrangements of the CEO and the Members of the Executive Committee include non-compete as well as non-solicitation clauses.

Non-compete provisions will be activated on a case-by-case basis and are in line with the Swiss Code of Obligations and shall not exceed a period of 12 months. Indemnities in view of a non-compete will consider base salary and benefits only (over the term the non-compete applies). The Board of Directors may, at its discretion, recover variable remuneration awarded on the basis of incorrect data, provided that such recovery is required by law and/or will result in the re-statement of annual accounts. This right of recovery shall expire three years from the date of the adoption by the General Meeting of the annual accounts in which the (last instalment of the) applicable variable remuneration has been accounted for.

Compensation of the Executive Committee in 2025

Composition of the Executive Committee

As referred to in the Introduction to this Compensation report, a few changes in the composition of the Executive Committee occurred in 2025. Laetitia Pictet, Chief Legal, Risk and Compliance Officer, took over from Jane Sinclair, who stepped down effective May 1, 2025. In response to the carve-out of the Animal Nutrition Health business and addressing its standalone status, Ivo Lansbergen stepped down from the Executive Committee effective October 1, 2025. This report includes the compensation of Jane Sinclair, Laetitia Pictet, and Ivo Lansbergen for the duration of their terms as Member of the Executive Committee in 2025.

Base salary

Base salaries were adjusted in line with observed market movements. On an annual basis, the CEO's base salary was, with effect from April 1, 2025, adjusted to CHF 1,425,263. This represents an increase of 3% compared to 2024 (CHF 1,383,750). Similar adjustments applied for other Executive Committee Members.

Pension and other benefits

The total contribution to the pension plan for the CEO amounted to €200,698; CHF value, 186,930 (2024: €192,086 CHF Value: 180,791). For the other Members of the Executive Committee, the amount is €1,181,972 (CHF Value: 1,100,889). The total spend on other benefits, such as a company car and risk insurances in the event of death in service or full disability, as well as housing and other benefits associated with international assignments, amounted to €1,819,277 (CHF Value: 1,694,475).

Short-Term Incentive (STI)

On an annual basis, the at-target STI opportunity is set at 100% of base salary for the CEO. The at-target STI for other Members of the Executive Committee is set at 85% or 100% of base salary on an annual basis. The maximum pay-out is capped at 200% of the at-target opportunity. Goals have been defined by the Board of Directors; for each goal (overview opposite), a target and pay-out curve are defined:

- If the defined target is achieved, the pay-out is equal to the at-target percentage times base salary times the weight assigned to the respective goal
- A minimum floor is set for each goal; an achievement below this threshold results in no pay-out
- Over-performance results in a pay-out exceeding 100%, where the maximum achievement is capped at 200% of the 'at-target' weighting of the respective goal

Between floor and target and between target and cap, a linear extrapolation determines the achievement and pay-out.

In case of a 'Safety fatality', the Safety target will not result in a pay-out. If the actual Adjusted EBITDA over the performance year does not reach 75% of the budgeted Adjusted EBITDA of the year, no STI will be awarded at all.

We have a focus on (organic) growth based on our scientific backbone and innovations. Sales growth is a yardstick to measure progress in this respect. Strong EBITDA performance and cash flow ensure profitability and liquidity to enhance innovations and to explore new opportunities. Our employees are the backbone of our success. Their well-being in the organization is vital to realize our objectives, making safety and engagement of our workforce important parameters.

Overview of 2025 STI goals

Goal type	Goal	Weight	Definition
Financial goals	Adjusted EBITDA (constant currency)	35%	• The IFRS metric operating profit plus depreciation, amortization, and impairments, adjusted for material items of profit or loss, as defined under 'APM adjustments'
	Adjusted gross operating free cash flow	15%	• Adjusted EBITDA, adjusted for intrinsic changes in the working capital, minus capital expenditures. This metric is based on continuing operations
	Organic sales growth	20%	• Sales growth, excluding the impact of acquisitions, divestments, and currency changes
Sustainability goals	Safety	15%	• Total Recordable Incidents Rate: (i) including supervised and non-supervised contractors and (ii) excluding health and security incidents
	Employee Engagement	15%	• Employee engagement: Degree to which employees are passionate about their work and find it meaningful

STI achievement

We are an innovation-focused consumer company, leveraging our unique portfolio and capabilities to further strengthen our position as a global leader in nutrition, health, and beauty.

We delivered good progress across our continuing operations this year. Performance was solid, supported by synergy delivery and healthy cash generation. We launched our Sustainability Program with renewed 2030 targets, showing that doing business and driving sustainability go hand in hand. Our innovative solutions continue to play a critical role in essential, everyday consumer products, underscoring the strength of our portfolio. The macroeconomic backdrop in the second half of 2025 impacted the results. While we saw solid sales growth in the first half of the year, this was offset in the second half. Adjusted EBITDA and cash flow (both at constant currency) ended below target. On Safety, we met our target and remain fully committed to further improvement. The fatality we tragically recorded was caused by a third party, who is prosecuted by the authorities. dsm-firmenich has not been held responsible for any safety violation. Our Engagement Scores remained very strong, increasing even with 1% versus previous year, as did overall participation of our employees. This STI target has been met. The commitment of our people is a cornerstone of our company's success.

Long-Term Incentive (LTI)

The 2025 grant was implemented March 31, 2025. The performance period starts on January 1, 2025 and ends on December 31, 2027. The vesting is set for March 31, 2028. PSUs have been granted to the Members of the Executive Committee, subject to the goals (as included in the next section).

On an annual basis, the at-target LTI opportunity for the CEO is set at 200% of base salary (vesting is capped at 150% of the number of PSUs granted at-target). For other Members of the Executive Committee, the at-target grant is set at 120% of base salary (vesting is capped at 150% of the number of PSUs granted at-target) or at 100% of base salary (vesting is capped at 200% of the number of PSUs granted at-target).

The 2025 grant is implemented by dividing the at-target grant value (% of base salary) by the average opening price of the share on the Amsterdam stock exchange over the reference period (i.e., €97.97). The table opposite provides an overview of the number of share units granted, the face value of such grant (opening price on the date of grant) as well as the fair value calculated at grant date (according to IFRS rules).

2025 Short-Term Incentive achievement

Goal	Weight	Target	Actual	Achievement	Pay-out in % of base salary
Adjusted EBITDA at constant currency[1]	35%	€2,450m	€2,409m	79.5%	27.8%
Adjusted gross operating free cash flow[2]	15%	€1,525m	€1,476m	86.0%	12.9%
Organic sales growth	20%	6%	3%	0%	0.0%
Safety (TRI)	15%	≥0.24-≤0.26	0.26	100%	15.0%
Employee engagement	15%	≥75-≤80	0.80	100%	15.0%
Total 2025	**100%**				**70.7%**
Total 2024	**100%**				**175.0%**

1. Adjusted EBITDA of €2.279 million, considering a foreign exchange impact of €90 million and adjusting for divestment impact of €40 million.
2. Adjusted gross operating free cash flow of €1.305 million, considering a foreign exchange rate impact of €90 million, adjusting for divestment impact of €40 million and adjusted for legal cost of € 41 million.

STI accrued in 2025 – Audited

	Year	€	CHF Value
Dimitri de Vreeze, CEO	2025	1,067,662	994,420
	2024	2,526,299	2,377,753
ExCo Members, excl. CEO	2025	3,520,489	3,278,983
	2024	8,576,309	8,072,021
Former ExCo Members	2025	–	–
	2024	590,427	555,710
Total Executive Committee	**2025**	**4,588,151**	**4,273,403**
	2024	**11,693,035**	**11,005,484**

Overview of 2025 LTI grant – Audited

			Face value		Fair value	
	Year	Number of PSUs granted	€	CHF Value	€	CHF Value
Dimitri de Vreeze, CEO	2025	30,009	2,744,623	2,556,342	2,525,557	2,352,304
	2024	29,609	3,148,029	2,962,925	2,910,565	2,739,424
ExCo Members, excl. CEO	2025	56,969	5,210,385	4,852,952	4,794,511	4,465,608
	2024	60,677	6,451,179	6,071,849	5,964,549	5,613,834
Former ExCo Members	2025	–	–	–	–	–
	2024	–	–	–	–	–
Total Executive Committee	**2025**	**86,978**	**7,955,008**	**7,409,294**	**7,320,068**	**6,817,912**
	2024	**90,286**	**9,599,208**	**9,034,774**	**8,875,114**	**8,353,258**

Overview of goals and targets 2025 LTI grant

Goals (overview opposite) are set by the Board of Directors. Combining the essential, the desirable, and the sustainable to bring progress to life is translated into our LTI targets. Total Shareholder Return is an indicator of how we perform against the business segments in which we operate. Strong ROCE performance drives our investment and growth initiatives. Sustainability is a business driver and core responsibility, determining our license to operate. Reducing our own and our customers' greenhouse gas emissions is one of the areas in which we can make a difference. We empower our people to thrive in the business. Improving on Inclusion & Belonging fosters new perspectives, enabling us to respond more quickly and flexibly to global trends. It also encourages (product) innovations while attracting and retaining the best talent.

For each goal, a pay-out curve is defined:

- If the defined target is achieved, the vesting shall be equal to the number of granted PSUs at-target times the weight assigned to the respective goal
- A minimum floor is set for each goal; an achievement below this threshold results in no vesting related to the relevant goal
- Over-performance results in a vesting exceeding the at-target level, where the maximum achievement is capped at 150% or 200% of the at-target weighting of the respective goal
- Between floor and target and cap, a linear extrapolation determines the achievement and vesting

Goals of the 2025 LTI-grant

Goal Type	Goal	Weight	Definition
Financial goals	Total Shareholder Return (*TSR*)	25%	Sum of capital gain and dividends paid, representing the total return to shareholders; the relative ranking (within the peer group) reflects the overall performance relative to our peers The TSR peer group for the 2025 grant includes: ADM, AKK, Beiersdorf, Croda, Danone, dsm-firmenich, Estee Lauder, Givaudan, Henkel, IFF, Ingredion, Kerry Group, Lonza, L'Oréal, McCormick, Nestlé, Novonesis, Reckitt, Sensient, Symrise and Unilever
	Core Return on Capital Employed (*CROCE*)	25%	Operating profit as percentage of weighted average capital employed adjusted for depreciation and amortization of merger-related accounting adjustments and Alternative performance measures (APM) adjustments
Sustainability goals	Absolute greenhouse gas reduction	25%	Absolute greenhouse gas emissions reduction of Scope 1 & 2 as well as Scope 3 emissions aligned with the SBTi-validated line of dsm-firmenich
	Inclusion & Belonging	25%	Gender and nationality diversity of dsm-firmenich's Global Management Team (GMT) Inclusion score as measured in the engagement survey

Targets and vesting scheme of the 2025 LTI-grant

Vesting formula: TSR

Compared to the TSR peer group, if dsm-firmenich is

- Below median	no vesting
- @ median	Floor (80% vesting)
- @ 60th percentile	Target (100% vesting)
- ≥80th percentile	Cap (200% vesting)

Vesting formula: Core Return on Capital Employed

If Core Return of Capital Employed

- Below 10%	No vesting
- ≥10%	Floor (50% vesting)
- 11%	Target (100% vesting)
- ≥12%	Cap (200% vesting)

Vesting formula: reduction of greenhouse gas emissions

If reduction of greenhouse gas emissions

Scope 1 & 2	*Scope 3*	
- Below 18.5%	- Below 11.0%	No vesting
- ≥18.5%	- ≥11.0%	Floor (50% vesting)
- 28.0%	- 16.7%	Target (100% vesting)
- ≥35.0%	- ≥20.8%	Cap (200% vesting)

Vesting formula: Inclusion & Belonging GMT

If the gender/nationality diversity ratio and/or Inclusion index at the end of the performance period is

Gender /nationality diversity	*Inclusion index*	
– Below 53%	– Below 67%	No vesting
– ≥53%	– ≥67%	Floor (50% vesting)
– 54%	– 70%	Target (100% vesting)
– ≥55%	– ≥73%	Cap (200% vesting)

Total compensation

With reference to the remarks made in the section on Currency, the total remuneration to the Members of the Executive Committee in 2025, excluding social security contributions, amounts to €22,667,442 (compared to €35,323,388 in 2024), as included in the tables below. No loans were provided to Members of the Executive Committee, and no payments have been made by any subsidiary of the Company. Neither DSM-Firmenich AG nor any of its subsidiaries granted loans/credit facilities or made payments (directly or indirectly) to persons closely connected to the Members of the Executive Committee *(Audited)*.

Total remuneration of the Executive Committee 2025 – Audited

In €	Year	Base salary	Pension contribution[1]	Other benefits[2]	Total Fixed Remuneration	Short-Term Incentive (STI)[3]	Number of PSUs granted[4]	Face value at grant[5]	Total Variable Remuneration	Remuneration excl. social security contribution	Social security contribution[6]	Total Remuneration
Dimitri de Vreeze, CEO	2025	1,510,131	200,698	228,096	1,938,925	1,067,662	30,009	2,744,623	3,812,285	5,751,210	17,855	5,769,065
	2024	1,443,599	192,086	163,412	1,799,097	2,526,299	29,609	3,148,029	5,674,328	7,473,425	16,747	7,490,172
ExCo Members, excl. CEO	2025	5,412,205	1,181,972	1,552,968	8,147,145	3,520,489	56,969	5,210,385	8,730,874	16,878,019	1,749,249	18,627,268
	2024	5,329,305	1,113,906	4,905,344	11,348,555	8,576,309	60,677	6,451,179	15,027,488	26,376,043	1,243,797	27,619,840
Former ExCo Members[7]	2025	–	–	38,213	38,213	–	–	–	–	38,213	2,607	40,820
	2024	496,937	75,563	310,993	883,493	590,427	-	-	590,427	1,473,920	262,820	1,736,740
Total Executive Committee	**2025**	**6,922,336**	**1,382,670**	**1,819,277**	**10,124,283**	**4,588,151**	**86,978**	**7,955,008**	**12,543,159**	**22,667,442**	**1,769,711**	**24,437,153**
	2024	**7,269,841**	**1,381,555**	**5,379,749**	**14,031,145**	**11,693,035**	**90,286**	**9,599,208**	**21,292,243**	**35,323,388**	**1,523,364**	**36,846,752**

Total remuneration of the Executive Committee 2025 – Audited

CHF Value	Year	Base salary	Pension contribution[1]	Other benefits[2]	Total Fixed Remuneration	Short-Term Incentive (STI)[3]	Number of PSUs granted[4]	Face value at grant[5]	Total Variable Remuneration	Remuneration excl. social security contribution	Social security contribution[6]	Total Remuneration
Dimitri de Vreeze, CEO	2025	1,406,536	186,930	212,449	1,805,915	994,420	30,009	2,556,342	3,550,762	5,356,677	16,630	5,373,307
	2024	1,358,715	180,791	153,803	1,693,309	2,377,753	29,609	2,962,925	5,340,678	7,033,987	15,762	7,049,749
ExCo Members, excl. CEO	2025	5,040,928	1,100,889	1,446,434	7,588,251	3,278,983	56,969	4,852,953	8,131,936	15,720,187	1,629,251	17,349,438
	2024	5,015,942	1,048,408	4,616,910	10,681,260	8,072,021	60,677	6,071,850	14,143,871	24,825,131	1,170,662	25,995,793
Former ExCo Members[7]	2025	–	–	35,592	35,592	–	–	–	–	35,592	2,428	38,020
	2024	467,717	71,120	292,707	831,544	555,710	-	-	555,710	1,387,254	247,366	1,634,620
Total Executive Committee	**2025**	**6,447,464**	**1,287,819**	**1,694,475**	**9,429,758**	**4,273,403**	**86,978**	**7,409,295**	**11,682,698**	**21,112,456**	**1,648,309**	**22,760,765**
	2024	**6,842,374**	**1,300,319**	**5,063,420**	**13,206,113**	**11,005,484**	**90,286**	**9,034,775**	**20,040,259**	**33,246,372**	**1,433,790**	**34,680,162**

1. Employer contributions to pension plans.
2. Health and welfare benefits, company car and other benefits, incl. international assignment benefits if applicable.
3. Short-Term Incentive (STI); annual cash settled incentive, accrued in reporting period based on performance in the reporting period.
4. Performance Share Units granted March 31, 2025, to vest March 31, 2028.
5. Face value at grant – number of PSUs granted times opening price at grant date. For the total number of PSUs granted in 2025, the fair value used for accounting purposes in accordance with the International Financial Reporting Standards (IFRS) amounts to €7,320,068 (CHF Value: 6,817,911), compared to €8,875,114 in 2024. (CHF Value: 8,353,257).
6. Social security contributions by the Employer based on 2025 remuneration.
7. (One-off) Contractual obligation toward former Member of the Executive Committee.

Shareholding obligation

In addition to the vested performance shares, Members of the Executive Committee also invested in dsm-firmenich stock. Stocks were bought through private transactions with private funds. The first table opposite provides an overview of the number of shares held at year-end by the CEO and (aggregated) the Members of the Executive Committee (including Closely Associated Persons). The CEO significantly exceeds the shareholding obligation (300% of base salary). Depending on whether the legacy company had a cash-settled (Firmenich) or equity-settled (DSM) Long-Term Incentive plan, also various Members of the Executive Committee exceed the shareholding obligation (100% of base salary). Executive Committee Members only hold PSUs or shares; potential risks associated with these instruments are therefore not hedged by other financial instruments.

Compensation voting

The General Meeting of May 7, 2024 approved a maximum total amount of remuneration for the Executive Committee of €39.494 million for 2025. In establishing the amount, the Assumed Fx rate (€1 = CHF 0.98) was applied.

The approved maximum total amount of remuneration includes the fixed base salary, benefits, and the maximum STI that can be achieved. Regarding the LTI, the amount included represents the at-target value of the grant as a percentage of Annual Base Salary. The number of PSUs is calculated considering the average share price over a reference period. Therefore, the approved maximum amount includes an amount to offset an eventual appreciation of the share price on the grant date compared to the reference period.

An amount of €4.107 million is included for other and unforeseen items. This amount concerns, among other things, obligations toward Executive Committee Members following international assignment arrangements and will otherwise be used to cover unforeseen circumstances such as changes in regulatory requirements. The approved amount does not include any additional tax levies imposed on the employer nor the company-related portion of contributions to social security systems paid in line with applicable laws and regulations in any geography. Foreign exchange rate fluctuations are also not included, nor obligations toward Executive Committee Members confirmed by the legacy companies prior to the appointment into the Executive Committee of dsm-firmenich. This includes, but is not limited to, special payments by Royal DSM and Firmenich SA as referred to in the Offering Circular (issued November 22, 2022) or the vesting of Long-Term Incentives granted prior to the Settlement Date (as such term is defined in the Offering Circular).

As the tables opposite demonstrate, the total remuneration excluding social security contributions provided in 2025 to all Members of the Executive Committee amounts to €22.667 million (compared to €35.323 million over 2024) and remains within the approved maximum total amount of remuneration of €41,309 million (based on average Fx rate). Considering the Average Fx rate, the total remuneration provided in 2025 amounts to CHF21.238 million (compared to CHF33.653 million over 2024).

Shareholding Executive Committee – Audited

	Number of Shares held on 31 December 2025	Number of Shares held on 31 December 2024
Dimitri de Vreeze, CEO	90,854	86,933
ExCo Members, excl. CEO	94,388	97,056
Total Executive Committee	**185,242**	**183,989**

Approved maximum total amount of remuneration and actual remuneration of the Executive Committee in 2025 – Audited

	Approved maximum remuneration excluding social security contributions		Actual remuneration excluding social security contributions	
x thousand	€	CHF	€	CHF
Total Remuneration Assumed Fx rate	39,494	38,704	21,671	21,238
Total Remuneration Average Fx rate	41,309	38,704	22,667	21,238

	Approved maximum remuneration excluding social security contributions	Actual remuneration excluding social security contributions
x thousand	€	€
Fixed remuneration & Benefits Average Fx rate	12,269	9,633
Maximum STI accrued over 2025 Average Fx rate	13,671	4,588
LTI (face value at grant date) Average Fx rate	11,073	7,955
Other and unforeseen Average Fx rate	4,296	491
Total remuneration Average Fx rate	**41,309**	**22,667**

COMPENSATION > OTHER MANDATES

Other mandates

According to Article 22 of the Articles of Association, the Members of the Board of Directors and the Executive Committee may accept mandates outside dsm-firmenich subject to defined limitations.

A Member of the Board of Directors can hold up to four mandates in listed firms and four in non-listed firms. A Member of the Executive Committee can hold one mandate in listed firms and up to three in non-listed firms. It is noted that a position as Chair in a publicly listed company is equivalent to two mandates. The overview opposite concerns the other mandates with listed or non-listed firms with an economic interest held by the Members of the Board of Directors and the Executive Committee.

Outlook for 2026

At the 2026 Annual General Meeting (AGM), shareholders will be asked to vote on the total maximum amount of remuneration both for the Board of Directors for the period until the 2027 AGM and for the Executive Committee for the financial year 2027. Furthermore, at the 2026 AGM an advisory vote is requested for the 2025 Compensation Report. We will continue to seek dialogue with investors and other stakeholders and will keep monitoring societal trends and market practices.

Overview of other mandates – Audited

Board of Directors

Thomas Leysen
- Umicore (L):[1] Non-Executive Chair of the Supervisory Board
- Mediahuis (N):[2] Non-Executive Chair of the Board

Patrick Firmenich
- UBS AG (L): Non-Executive Director

Sze Cotte-Tan
- Foodplant Pte Ltd (N): Non-Executive Chair
- Clay Capital (N): Member of the Advisory Committee

Antoine Firmenich
- Aquilus Pte Ltd (Singapore) (N): Managing Director
- Aquilus Management Ltd (Bermuda) (N): Executive Director
- Alatus Capital (N): Co-Founder & Non-Executive Director

Carla Mahieu
- Arcadis (L): Non-Executive Director
- Vodafone Ziggo Group B.V. Netherlands (N): Non-Executive Director
- CVC DIF Capital Partners B.V. (N): Non-Executive Director

Erica Mann
- Kellanova (L): Non-Executive Director (stepped down in December 2025)
- ALS Ltd. (L): Non-Executive Director
- Kenvue Inc.(L); Non-Executive Director (since March 2025)

Frits van Paasschen
- Williams Sonoma (L): Non-Executive Director
- Amadeus IT Group (L): Non-Executive Director
- Another Star (former CitizenM Hotels) (N): Non-Executive Director
- J Crew Group (N): Non-Executive Director

André Pometta
- White Lobster (N): Non-Executive Director
- Noyb SA (+ Affiliates) (N): Non-Executive Director

John Ramsay
- RHI Magnesita N.V. (L): Non-Executive Director
- Croda International PLC (L): Non-Executive Director (stepped down March 1, 2025)
- Babcock International PLC (L): Non-Executive Director

Richard Ridinger
- Brenntag SE (L): Chair of the Supervisory Board
- Recipharm AB (N): Chairman of the Board
- Novo Holdings (N): Member of the Advisory Board

Corien Wortmann
- Aegon Ltd (L): Non-Executive Vice Chair of the Board
- Deloitte Netherlands (N): Vice Chair of the Supervisory Board

Executive Committee

Mieke Van de Capelle
- Spadel (L): Non-Executive Director

Philip Eykerman
- Umicore (L): Non-Executive Director Supervisory Board
- Anqore (N): Member Supervisory Board (since 2024)

1. Listed company
2. Non-listed company

dsm-firmenich

COMPENSATION > REPORT OF THE STATUTORY AUDITOR

Report of the Statutory Auditor

pwc

Report of the statutory auditor to the General Meeting of DSM-Firmenich AG, Kaiseraugst

Opinion

We have audited the compensation report of DSM-Firmenich AG (the Company) for the year ended 31 December 2025. The audit was limited to the information pursuant to article 734a-734f of the Swiss Code of Obligations (CO) in the tables and disclosures marked 'audited' on pages 112 to 114, page 120 and pages 122 to 124 of the compensation report.

In our opinion, the information pursuant to article 734a-734f CO in the compensation report (pages 106 to 124) 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 matter

The compensation report for the year ended 31 December 2024 was audited by another statutory auditor who expressed an unmodified opinion on this compensation report on 27 February 2025.

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 disclosures marked 'audited' in the compensation report, the consolidated financial statements, the 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.

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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. It is also charged with structuring the remuneration principles and specifying the individual remuneration components.

Auditor's responsibilities for the audit of the compensation report

Our objectives are to obtain reasonable assurance about whether the information pursuant to article 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 scepticism 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.

COMPENSATION > REPORT OF THE STATUTORY AUDITOR

Report of the Statutory Auditor

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 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.

PricewaterhouseCoopers AG

Christopher Vohrer
Licensed audit expert
Auditor in charge

Ennèl van Eeden
Global Client Service Partner

Basel, 19 February 2026

3 Report of the statutory auditor to the General Meeting of DSM-Firmenich AG, Kaiseraugst

Sustainability Statements

General information

SUSTAINABILITY STATEMENTS > GENERAL INFORMATION

Basis for preparation

Reporting policy and justification of choices

This is dsm-firmenich's third Integrated Annual Report. In it, we report for the calendar year 2025. Our previous Report was the dsm-firmenich Integrated Annual Report 2024, published on February 28, 2025.

All sustainability data is reported on the basis of total dsm-firmenich, comprising continuing and discontinued operations unless explicitly stated otherwise. The ANH carve-out will have a material impact on our sustainability data and plans. This impact is currently being assessed and will be reported at a later stage.

Mandatory reporting requirements

The basis for our non-financial reporting is the Swiss Code of Obligations (CO). The Sustainability Report, as described in Article 964b CO of the Code, consists of all the information within the Sustainability Statements chapter.

This Report also provides relevant climate-related financial disclosures as required by the Swiss Ordinance on Climate Disclosures. This Ordinance is based on the 'Recommendations of the Task Force on Climate-related Financial Disclosures report, version of June 2017', and the 'Annex Implementing the Recommendations of the Task Force on Climate-related Financial Disclosures, version of October 2021'. A mapping of the Sustainability Statements against Article 964b CO and this Ordinance is provided in the Appendix. Our disclosures in the Sustainability Statements are reported in accordance with the European Sustainability Reporting Standards (as set out in 'Annex 1 to the Commission Delegated Regulation (EU) 2023/2772 of July 31, 2023 supplementing Directive 2013/34/EU of the European Parliament and of the Council as regards sustainability reporting standards') and the EU Taxonomy (as set out in 'Regulation (EU) 2020/852 of June 18, 2020'). They are subjected to limited assurance. A number of metrics are subjected to reasonable assurance and are indicated with [RA]. The definitions, methodologies, and judgements and assumptions that support the metrics and targets reported in the Sustainability Statements are provided in the Methodologies section in the Appendix. We are actively following the discussions regarding Omnibus and the simplification of EU reporting requirements, and their implications on our reporting and approach.

Voluntary reporting requirements

Our reporting is also based on voluntary non-financial reporting guidelines.

We reported with reference to the GRI Standards for the period January 1, 2025 to December 31, 2025. A detailed overview of how we report according to the GRI Standards indicators, including a reference to relevant sections in this Report, is provided in the GRI Content Index, available on our website.
We are taking steps to incorporate the recommendations of the TNFD into our reporting approach. The TNFD framework provides voluntary guidance for assessing and disclosing nature-related dependencies, impacts, risks, and opportunities. Through this, we aim to strengthen transparency on how nature-related issues influence our business model and value chain. A table on the TNFD recommendations is provided in the Appendix.

We have also aligned our approach with the SDGs and are familiar with the opportunities and responsibilities the SDGs represent for our business. We embrace all SDGs, but have highlighted in our Value creation model those particular goals which most closely align with our business activities.

Omissions and transitional provisions

ESRS allows issuers to omit information due to intellectual property, know-how or innovation-related reasons. We have not used this option.

ESRS also contains transitional provisions relating to entity-specific disclosures, value chain information, comparative information, and phased-in Disclosure Requirements, the latter of which were extended as part of the ESRS "quick fix" Delegated Act of July 2025. dsm-firmenich has made use of transitional provisions relating to entity-specific disclosures and to phased-in Disclosure Requirements. The use of these is included in the ESRS Content Index provided in the Appendix and noted in the Metrics column of the Material topics table.

Time horizons

The time horizons used in the Sustainability Statements are:

- Short term: Up to one year, consistent with the reporting period in the financial statements
- Medium term: One to three years
- Long term: More than three years

The medium-term and long-term time horizons have been adopted to be consistent with the time horizons that are used in the Risk Management process. The lifetime of our assets is not considered in the definitions of the time horizons due to the variability in our operational footprint.

Prior period restatements

Where changes that can affect prior-period information have been identified, the affected comparative figures have been restated to ensure consistency and comparability of the reported information. Restatements are made based on our judgement with consideration for the materiality of the restatement. Each restatement is disclosed in the location where the corrected figure is presented, including the cause of the restatement.

SUSTAINABILITY STATEMENTS > GENERAL INFORMATION > GOVERNANCE

Governance

Administrative, management, and supervisory bodies

Board of Directors and Executive Committee

The Board of Directors is our highest executive oversight body. It has the ultimate authority on matters relating to Sustainability, including climate and nature. Furthermore, the Board of Directors has established a Sustainability Committee responsible for reviewing sustainability and the sustainability performance of the company.

According to the independence criteria described in Board of Directors, 73% of members are independent. 81% have relevant skills in the area of Sustainability/ESG. 37% of the members are female. All members of the Board of Directors are non-executive. Employees and other workers are not directly represented on the Board. By way of delegation of the Board of Directors, the Executive Committee, led by our CEO, is responsible for the management of the company, including pursuing leadership on sustainability, and implementing our strategy. More information on the Board of Directors and the Sustainability Committee can be found in Board of Directors, and on the Executive Committee in Executive Committee.

Functional leadership teams

Functional leadership teams have been established to manage specific sustainability-related topics. These teams are chaired by a senior executive.

Group Sustainability Leadership Team

The Group Sustainability Leadership Team (GSLT), chaired by our Chief Sustainability Officer (CSO), is composed of senior sustainability leaders representing Group Sustainability, our Business Units, and our Operations, Procurement, and Science & Research functions. The GSLT drives the sustainability program of the company and ensures this is translated to the Business Unit and functional plans and strategies. The GSLT agenda includes climate, nature, social impact (including human rights), nutrition, and sustainability reporting.

Operations Leadership Team

Our Operations Leadership Team (OLT) drives excellence and provides us with a competitive advantage in operations. It defines our operations strategy and ensures consistent application of our operational standards by providing overall direction, developing our company-wide SHE&S community, and identifying and jointly executing synergies and value creation.

Operations Committee

The Operations Committee is chaired by our Chief Operations Officer (COO). This Committee consists of the functional leaders of Operations (including SHE&S), Procurement and Supply Chain and ensures the multi-disciplinary connection between functions.

SHE&S Leadership Team

The SHE&S Leadership Team (SHE&S LT) ensures that our SHE&S standards meet the requirement to assure the safety and health of our employees and customers and to protect the environment and our assets. This LT is supported by our functional leadership teams and functional networks. Its role is to connect the overarching strategies and standards with the work of planning and execution carried out by our functions and Business Units.

Human Resources Leadership Team

The Human Resources Leadership Team (HRLT) is responsible for our holistic human resources (HR) agenda. It is chaired by the Chief Human Resources Officer, who is a member of the Executive Committee. The HRLT is composed of the Heads of the Group HR expertise areas, Regional HR and Business Unit HR heads. It sets the strategic direction for HR and aligns the Group and the Business Unit HR agendas. The HLRT discusses cross-cutting HR projects and provides inspiration and expertise on HR topics, including opportunities for improvements and the application of best practices.

Procurement Leadership Team

The Procurement Leadership Team (PLT) is responsible for driving the implementation of our responsible sourcing ambition and regularly reviewing progress. The PLT is chaired by the Chief Procurement Officer (CPO), who reports directly to the COO. The CPO oversees the Responsible Sourcing team, led by the Vice President of Responsible Sourcing. This team is responsible for deploying the responsible sourcing framework across our supply chains and for defining its strategy, guidance, and priorities.

Sustainability-related performance measures in incentive schemes

Sustainability-related metrics are embedded in the incentive schemes of our company. For the Executive Committee, sustainability goals are weighted at:

- 30% of the STI, consisting of Safety and Employee engagement at 15% each
- 50% of the LTI, consisting of Absolute greenhouse gas reduction (Scope 1 & 2 and Scope 3) and Diversity of the Global Management team at 25% each

The Restricted and Performance Share Unit Plan provides eligible employees with a long-term incentive scheme with comparable conditions and goals to that of the Executive committee. More information on these schemes can be found in the Compensation report 2025 and Note 27 to the Consolidated Financial Statements.

Statement on due diligence

dsm-firmenich embeds due diligence across our policies and processes for our upstream value chain and our own operations. The stages of the due diligence process, as defined in ESRS 2 GOV-4 and as they relate to our company, are described in the following paragraphs. An overview of the elements of due diligence is provided in the table opposite.

Embedding due diligence in governance, strategy and business model

At dsm-firmenich, our double materiality approach ensures we address both the impacts we create and the risks we face, keeping our strategy aligned with evolving regulations and stakeholder expectations. Our governance structure, led by the Executive Committee and our specialized sustainability teams, guarantees accountability and strategic oversight at every level.

The launch of our Supply Chain Due Diligence standard formalizes this commitment in our supply chain, setting clear expectations for ethical, environmental, and human rights practices across procurement.

Engaging with affected stakeholders in all key steps of the due diligence

We believe that effective due diligence starts with listening. Workers, communities, and interest groups are engaged at every key step, from risk screening to remediation. Through structured dialogue and accessible grievance mechanisms, we ensure that stakeholder concerns shape our actions and outcomes. This collaborative approach builds trust and drives positive impact across our value chain.

Identifying and assessing adverse impacts

Our risk-based methodology combines internal expertise, third-party intelligence, and stakeholder input to identify and assess potential adverse impacts, whether related to labor rights, deforestation, or climate.

Suppliers are segmented by risk, enabling targeted, in-depth assessments that inform our prevention and mitigation strategies. Both desktop and on-site audits are key tools in this process, helping us uncover risks efficiently and accurately. This approach allows us to intervene early and allocate resources where they will have the greatest positive impact.

Taking actions to address those adverse impacts

When risks are identified, we act swiftly and decisively. Tailored corrective action plans, supplier collaboration, and industry initiatives drive continuous improvement. Grievance mechanisms provide affected parties with clear channels for resolution. Where remediation is not possible in our supply chain, we may pursue responsible disengagement, always prioritizing ethical standards and minimizing unintended consequences.

Tracking the effectiveness of these efforts and communicating

Transparency is central to our approach. We monitor progress through regular reviews, audits, and stakeholder feedback, using lessons learned to refine our processes. Our annual disclosures and sustainability reporting keep stakeholders informed, reinforcing our commitment to accountability and continuous improvement.

Due diligence element	Reference
Embedding due diligence in governance, strategy and business model	Governance Sustainability-related performance measures in incentive schemes Engaging with our suppliers Workers in the value chain
Engaging with affected stakeholders in all key steps of the due diligence	Stakeholder engagement, specifically Engaging with our suppliers Materiality assessment process Policies
Identifying and assessing adverse impacts	Stakeholder engagement, specifically Engaging with our suppliers Workers in the value chain
Taking actions to address those adverse impacts	Stakeholder engagement, specifically Engaging with our suppliers Workers in the value chain
Tracking the effectiveness of these efforts and communicating	Stakeholder engagement, specifically Engaging with our suppliers Workers in the value chain

Risk management over sustainability reporting

Material sustainability risks are integrated and managed as part of our company-wide risk management processes. Our company-wide approach to risk management is described in Our approach to risk management.

Material risks are reported twice per year by the Business Units and the Business Partners to the Executive Committee, and, together with the Group Risk Assessment, validated by the Audit & Risk Committee and discussed with the Board of Directors. The material risks are disclosed in Material risks and uncertainties.

Further to this, we reviewed and updated the risk assessment performed in 2024 on the 'Sustainability reporting for the IAR' process. The key risk identified for this process related to Data quality. Risk of gaps in sustainability reporting, due to insufficient alignment between process and systems, which could impact our reputation. The Project timeline risk identified in 2024 was considered to be sufficiently mitigated to no longer qualify as a key risk.

The mitigating actions for this risk were:

- Continue aligning the processes and internal controls for activities relating to sustainability reporting
- Further combine sustainability data into one data lake and improve data architecture and granularity
- Continue implementation of knowledge-sharing, competence- and capacity-building, and training to deepen and broaden the CSRD reporting competencies of the team

SUSTAINABILITY STATEMENTS > GENERAL INFORMATION > OUR VALUE CHAIN MODEL

Our value chain model

Our business model integrates environmental, social, and economic considerations to deliver sustainable and responsible growth across our value chain.

We combine strategic investments, advanced research and development, skilled talent, strong stakeholder relationships, and efficient resource management to create value. By collaborating with our suppliers, customers, and distribution partners, we ensure the delivery of high-quality products and innovative solutions, while fostering community engagement and minimizing environmental impact. This generates benefits for customers, investors, and society, driving long-term resilience and positive outcomes. A more detailed value creation model can be found in Our company.

Key elements in our value chain:

1. Raw materials and ingredient sourcing
2. Upstream transportation, warehousing, and distribution
3. Energy and water supply
4. Business Units, manufacturing and production process
5. Back-office operations
6. Science, research, and product development, quality and safety
7. Downstream transportation, warehousing, and distribution
8. Customer production processes
9. Consumer experience
10. End of life

SUSTAINABILITY STATEMENTS > GENERAL INFORMATION > MATERIALITY MATRIX

Materiality matrix

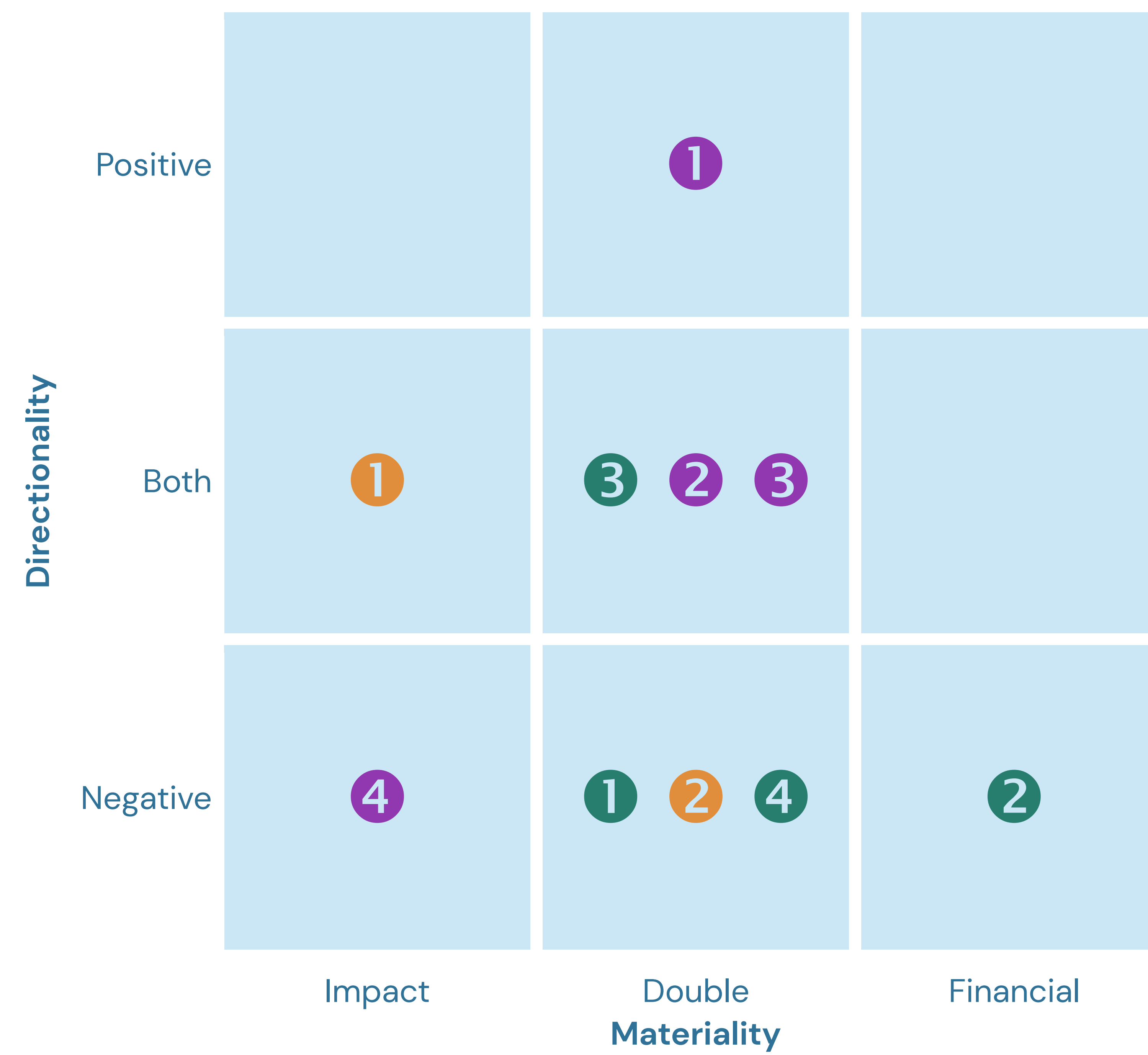
Topics are grouped into three areas, Environment, Social, and Governance & Business, and are arranged in alphabetical order. To capture both the impact and the financial dimension, as well as the positive and negative directionality of the topics, the matrix is visualized as a three-by-three grid.

Each topic group is indicated by these colors:

- Environment in green
- Social in purple
- Governance & Business in orange

Topics are considered material if there is a material negative or positive impact, risk or opportunity associated with the topic. The table presented here indicates which positive or negative impacts (I^- and I^+), risks (R), or opportunities (O) have been defined for each of the material topics. The topics map the matrix based on these IROs. Impacts map to the Impact materiality dimension. Risks (negative) and Opportunities (positive) map to Financial materiality. The impacts, risks and opportunities that define each material topic are explained later in this section.

	Topic	IROs			
1	Biodiversity and nature	**I^-**	I^+	**R**	O
2	Climate change adaptation	I^-	I^+	**R**	O
3	Climate change mitigation	**I^-**	**I^+**	**R**	**O**
4	Water management	**I^-**	I^+	**R**	**O**
1	Access to health and nutrition solutions	I^-	**I^+**	R	**O**
2	Inclusion and belonging	**I^-**	**I^+**	R	**O**
3	Labor conditions and human rights	**I^-**	**I^+**	**R**	O
4	Occupational health and safety	**I^-**	I^+	R	O
1	Corporate culture	**I^-**	**I^+**	R	O
2	Product quality, safety, and impact	**I^-**	I^+	**R**	O



dsm-firmenich

Impact, risk, and opportunity (IRO) management

Materiality assessment process

The materiality assessment is an annual process. It begins with an evaluation of the business context to identify if material changes have occurred. If none have occurred, the previous conclusions are re-assessed. If material changes have occurred, a full materiality assessment is performed.

The assessment of potential and actual positive and negative IROs, including applied thresholds, is based on current guidance documents relating to the assessment, such as the Materiality Assessment Implementation Guidance by EFRAG.

As the 2024 materiality assessment was based on the conclusions of the 2023 materiality assessment, these conclusions were considered to be no longer current, and a full reassessment was performed.

Scoring and thresholds

The materiality threshold is depicted in blue in the accompanying heatmaps. Topics are positioned in the heatmaps based on their highest-scoring IRO.

For visualization purposes, scores below two have been clustered. On the x-axis, this includes the scores for Never, Unlikely and Possible. On the y-axis, for Minor, Superficial and None.

Impact materiality

Impact materiality is scored on severity and likelihood, using a zero-to-five-point scale. Severity is calculated based on:

- Scale: None to absolute
- Scope: None to global/total
- Irremediability (for negative impacts only): Very easy to irremediable/irreversible

Likelihood is scored from never to certain. For potential negative human rights impacts, severity takes precedence over likelihood.

Financial materiality

Financial materiality is scored on financial magnitude and likelihood using a zero-to-five-point scale. The Financial magnitude scale is consistent with the financial impact scale as used in the Enterprise Risk Management approach. Likelihood is scored from never to certain.

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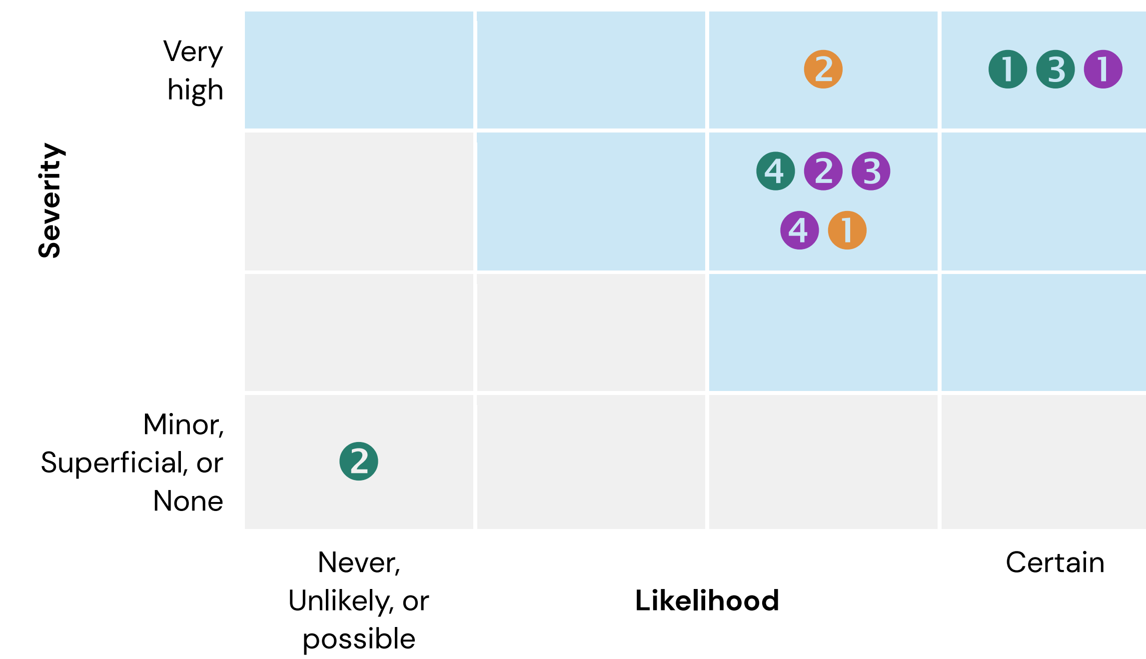
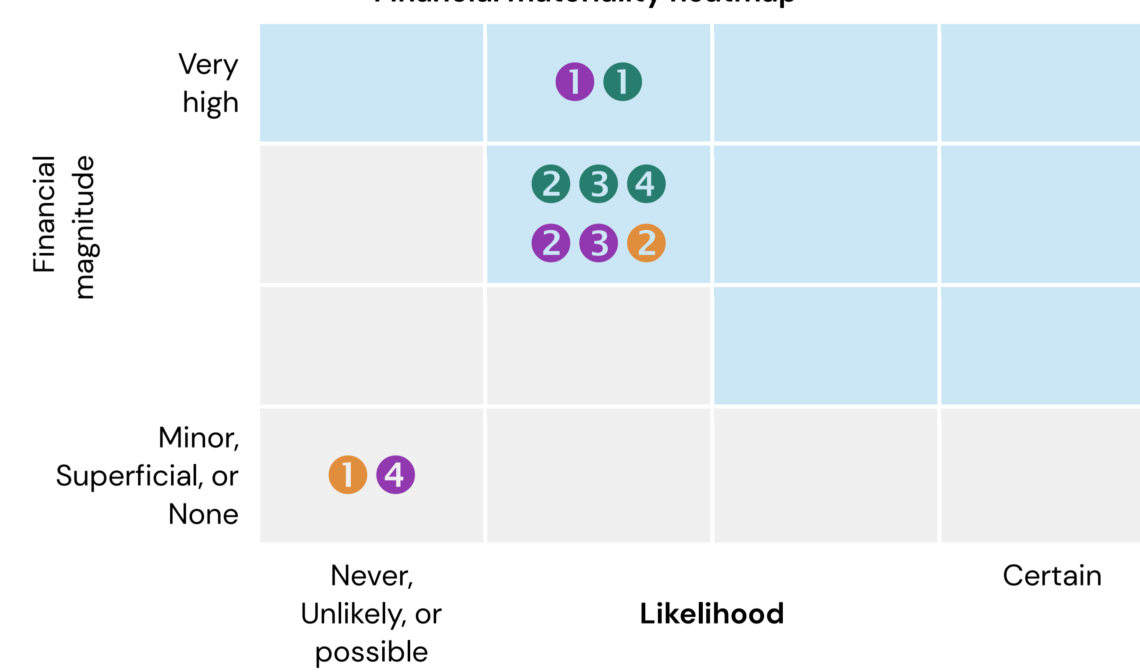
Impact materiality heatmap



Financial materiality heatmap



The 2025 DMA process consisted of seven steps

Step	Description
1. Value chain definition	The DMA process began with an assessment of the value chain of the company, from raw material extraction to end of life. The differences in the value chains of our Business Units were taken into consideration, based on the NACE codes related to our suppliers and customers. The dsm-firmenich value chain is depicted elsewhere in this section.
2. Definition of impact narratives	A long list of possible (positive and negative) impacts was defined using the value chain stages, the sustainability matters defined in the ESRS, and any entity-specific topics that were identified. AI was utilized to support the definition of this list, screening thousands of reports and documents relevant to our industry, value chains, and business context. The AI model was trained using guidance and standards relating to the Double materiality assessment to define the identification process, and provided with company-specific information, such as NACE codes associated with our suppliers and our customers to define narratives and preliminary impacts. All narratives were on a gross basis.
3. Initial IRO evaluation	Risks and opportunities were defined based on risks and opportunities identified in the Enterprise Risk Management process. Additional opportunities were defined based on desk research of the businesses. For impacts, the initial scoring of scale, scope and irremediability was supported and contextualized by AI. Thresholds used for the scoring were consistent with those used in our Enterprise Risk Management process. The human rights clause in ESRS 1 paragraph 45 was applied to all social topics, meaning that likelihood was not considered for these IROs.
4. DMA calibration	More than 10 workshops were conducted to review the resultant IROs and to validate the AI-supported scoring of scale, scope and irremediability. Participants consisted of: • Subject-matter experts, who were engaged in impact workshops on their area of expertise • Risk managers, who were engaged in risk and opportunity workshops based on the risk management process, as well as workshops to align on applicable thresholds • Reporting experts, who were engaged in all workshops, to provide consistency across topics, and continuity from previous materiality exercises
5. Management validations	Validation sessions were conducted with the Sustainability Committee of the Board of Directors and the Executive Committee, to obtain feedback, and to apply any required management corrections. A management decision was made to remove a proposed risk related to the material topic 'corporate culture', as this was assessed as not meeting the reporting thresholds in the risk management process, which resulted in this topic shifting from Double materiality to Impact materiality.
6. Stakeholder dialogue	External stakeholder interviews were conducted with investor and business representatives and with NGOs to review the process and outcome of our materiality assessment, and to discuss the industry applicability of the materiality assessment in general. We did not explicitly consult with affected communities as this was not considered necessary. No changes to the IROs or material topics were made as a result of the stakeholder dialogues. The stakeholders confirmed the robustness of the executed process, and provided direction on areas that needed further explanation, such as: • The use of AI in the process • The gross versus net perspective
7. Final approval	The results of the materiality assessment process were ultimately approved by the Executive Committee, acting on authority delegated by the Board of Directors.

Other considerations

Artificial Intelligence (AI)

This is the first year that dsm-firmenich applied AI to the materiality assessment process. It enabled an efficient and consistent approach to the assessment, looking at the complexity of our value chains and the scope of topics to be covered, and addressing the gross perspective from an industry level.

In general, the AI-generated output was considered to be of good quality. All AI-generated output was reviewed and validated by experts to ensure the accuracy and relevance of the conclusions.

Net versus gross

The assessment of negative impacts and risks was based on a gross perspective, therefore any mitigating actions or management systems that dsm-firmenich has in place were not taken into consideration. This was challenging for many workshop participants and many of our stakeholders to contextualize.

The IROs presented in the Sustainability Statements are on a gross perspective, and do not reflect the net situation in the company or our value chains. The actions and systems in place are included as part of the actions and resources reported throughout the Statements.

The gross perspective also places limitations on the applicability of the materiality assessment results for our strategy and business planning, as these are generally based on the net or expected perspective.

Integration with enterprise risk management

The 2025 DMA process was conducted in parallel to the enterprise risk management process, with the risks and opportunities identified in the latter process leading. Thresholds applied in the materiality assessment were consistent with the enterprise risk management thresholds.

ANH carve-out

Our ANH Business Unit performed an independent materiality assessment to inform itself of the topics that will be material to it in preparation for the carve-out. The results of this assessment were considered in the preparation of the dsm-firmenich materiality matrix. However, ANH-related IROs were not considered material for the company beyond the short-term time horizon.

Assessment results

In general, the areas covered by the material topics have not changed significantly compared to 2023. The bottom-up identification process for the IROs resulted in the identification or removal of financial or impact materiality for some topics. While the processes differed significantly year-on-year, an indicative mapping of the changes in the material topics is provided.

2025 Topics	2024 Topics	Material ESRS sub-topics
❶ Biodiversity and nature	• Biodiversity and nature	• E4 Direct impact drivers of biodiversity loss • E4 Impacts on the extent & condition of ecosystems • E4 Impacts and dependencies on ecosystem services
❷ Climate change adaptation	• Climate change adaptation	• E1 Climate change adaptation
❸ Climate change mitigation	• Climate change mitigation	• E1 Climate change mitigation • E1 Energy
❹ Water management	• Water management	• E3 Water withdrawals
❶ Access to health and nutrition solutions	• Health, nutrition, taste, and food security	• S4 Social inclusion of consumers and/or end-users
❷ Inclusion and belonging	• Diversity, equity, and inclusion • Responsible and transparent sourcing	• S1 Equal treatment & opportunities for all • S2 Equal treatment & opportunities for all
❸ Labor conditions and human rights	• Diversity, equity, and inclusion • Inspiring place to work • Respect of human rights • Responsible and transparent sourcing	• S1 Working conditions • S2 Working conditions • S2 Other work-related rights
❹ Occupational health and safety	• Occupational health and safety	• S1 Working conditions
❶ Corporate culture	• Corporate governance and business ethics	• G1 Corporate culture • G1 Protection of whistleblowers
❷ Product quality, safety, and impact	• Product quality, safety, and impact	• E2 Substances of Concern • E2 Substances of Very High Concern (SVHC)

SUSTAINABILITY STATEMENTS > GENERAL INFORMATION > IROS UNDERPINNING THE MATERIAL TOPICS

IROs underpinning the material topics

Standard	IRO	Material topic	Description	Time horizon (Short / medium / long)	Value chain (Upstream / Own Operations / Downstream)	Disclosures
E1 Climate change	**Negative impact**	Climate change mitigation	Operations across the value chain are highly energy-intensive and predominantly reliant on fossil fuels. Activities such as chemical synthesis, heating, cooling, drying, refrigeration, and transport demand substantial thermal and electrical energy, contributing significantly to both direct and indirect greenhouse gas emissions. The use of petrochemical-based inputs and combustion heating further amplifies the sector's carbon footprint and environmental pressure.	S **M** L	**US** **OO** **DS**	**DRs:** E1-4 – Target - SBT Scope 1 & 2, Scope 3 E1-5 E1-6 E1-7 E1-8 **Entity-specific** Suppliers with SBTi validated targets Primary emission factor coverage **Phased-in** E1-9
	Positive impact	Climate change mitigation	Engagement across the value chain can support increased renewable energy use and bio-based ingredient sourcing, enabling climate change mitigation through the reduced reliance on fossil fuels and lowered life-cycle emissions, within and beyond the value chain. Benefits are maximized when production processes are powered by renewable energy.	**S** **M** L	**US** OO **DS**	
	Risk	Climate change adaptation	Climate-related physical risk. Acute and chronic physical hazards (e.g., droughts, flooding, extreme heat, and precipitation) and related changes in biodiversity may impact our supply chain (supplier locations, natural raw materials) or our own operations leading to higher operational costs or business interruption.	S M **L**	**US** OO DS	
	Risk	Climate change mitigation	Climate-related transition risk. Failure to align with net-zero targets (on GHG emissions) may lead to rising costs from carbon pricing, regulatory penalties, and stranded assets. As stakeholders demand low-carbon strategies, companies risk losing market access, investor confidence, and competitiveness in key regions such as the EU and China, which may lead to financial loss or reputational damage.	S **M** L	US **OO** DS	
	Opportunity	Climate change mitigation	dsm-firmenich's products and services can help reduce the carbon footprint of our customers and downstream partners and therefore avoid GHG emissions in the broader value chain, resulting in increased sales and added value for our customers.	S **M** L	US OO **DS**	
E2 Pollution	**Negative impact**	Product quality, safety, and impact	Substances are classified according to the UN Globally Harmonized System based on their intrinsic properties,. Some of these hazards define a substance as a 'substance of concern'. A subset of these, defined under EU REACH, are 'Substances of Very High Concern' and are subject to authorization or restriction procedures within the EU. These substances of concern may be present in both inputs and outputs of the production process and may pose occupational as well as environmental risks	S **M** L	US **OO** DS	**DRs** E2-3 – No Target set E2-5 **Voluntary** E2-4 emissions to air, water **Phased-in** E2-6
	Risk	Product quality, safety, and impact	Upcoming EU Green Deal regulations on substances of (very) high concern may affect sales and increase costs for compliance, require R&D investment in alternative substances, and restrict market access. Failure to adapt could impact results by missed sales opportunities, potential fines and/or reputational damage.	S M **L**	US **OO** DS	

Standard	IRO	Material topic	Description	Time horizon (Short / medium / long)	Value chain (Upstream / Own Operations / Downstream)	Disclosures
E3 Water and marine resources	**Negative impact**	Water management	Agricultural and industrial production processes, such as essential oil extraction, chemical synthesis, and ingredient mixing, require substantial water withdrawals. In water-scarce regions, this can lower groundwater reserves and reduce freshwater availability for surrounding communities and ecosystems.	S **M** L	**US** **OO** DS	**DRs:** E3-3 – Target - water intensity improvement E3-4 **Entity-specific** Water withdrawal intensity **Phased-in** E3-5
	Risk	Water management	Stricter regulations on water extraction permits, especially in water-stressed areas, may limit withdrawal rights or require costly efficiency upgrades, impacting the company's ability to operate consistently.	S M **L**	US **OO** DS	
E4 Biodiversity and ecosystems	**Negative impact**	Biodiversity and nature	GHG emissions from across the value chain contribute to climate change. This accelerates biodiversity loss by disrupting habitats, altering species migration patterns, and increasing extinction risks across ecosystems.	S **M** L	**US** **OO** **DS**	**DRs** E4-4 – Target – biodegradability of washable products **Entity-specific** E4-5 – biodegradability of washable products **Phased-in** E4-6
	Negative impact	Biodiversity and nature	Unsustainable sourcing of wild-growing and high-demand botanical species can lead to population declines and extinction risks, threatening plant biodiversity and dependent animal species. While synthetic and biotech production avoids direct habitat exploitation, large-scale manufacturing may still disturb local ecosystems if not properly managed.	**S** M L	**US** OO DS	
	Negative impact	Biodiversity and nature	Intensive agricultural practices and chemical manufacturing can degrade soil health through erosion, contamination, and loss of organic matter. These impacts reduce the land's ability to support ecosystems, disrupt regeneration, and threaten long-term biodiversity and productivity.	S **M** L	**US** OO DS	
	Negative impact	Biodiversity and nature	Raw material sourcing and production are deeply reliant on ecosystem services, such as pollination, water regulation, and soil fertility, which underpin supply chain resilience. However, unsustainable practices such as deforestation, pollution, and land conversion degrade these natural systems, triggering biodiversity loss and feedback loops that weaken long-term viability.	S **M** L	**US** **OO** DS	
	Risk	Biodiversity and nature	Risk derived from climate change and biodiversity loss, potentially affecting agricultural raw materials such as molasses, glucose, citrus, vanilla, and botanicals. This could result in increased raw material prices, driven by supply and demand dynamics, leading to higher costs of goods and possible shortages of essential inputs.	S **M** L	**US** OO DS	
S1 Own workforce	**Negative impact**	Occupational health and safety	Workers across production and lab environments may be exposed to hazardous substances, physical strain, and unsafe conditions. Risks include chemical exposure, skin and respiratory issues, repetitive strain injuries, noise, heat, and allergens. Inadequate safety culture, outdated equipment, or lack of protective measures can lead to occupational illnesses, accidents, and forced-labor-like conditions in high-risk settings.	**S** **M** L	US **OO** DS	**DRs** S1-5 – Targets – safety, GMT diversity, EES, Living wage, gender pay gap S1-6 S1-8 S1-9
	Negative impact	Labor conditions and human rights	Workers across production, R&D, and subcontracted environments may face long, irregular, or excessive working hours, including night and weekend shifts, often without adequate rest. These conditions can lead to fatigue, poor work-life balance, and increased risk of burnout. In certain settings, limited access to social dialogue, constrained freedom of association, and weak grievance mechanisms may prevent workers from voicing concerns or improving working conditions.	**S** **M** L	US **OO** DS	

dsm-firmenich

Standard	IRO	Material topic	Description	Time horizon (Short / medium / long)	Value chain (Upstream / Own Operations / Downstream)	Disclosures
S1 Own workforce	**Positive impact**	Labor conditions and human rights	Flexible work arrangements, remote work policies, and access to family leave help integrate personal and professional responsibilities, enhancing overall well-being.	**S** **M** L	US **OO** DS	S1-14 S1-16 S1-17 **Entity-specific** Employee engagement and inclusion Pay ratio (average) TRIR-all Health-rate-all (100 man-days) PSI rate **Voluntary** S1-10 S1-13 **Phased-in** S1-7
	Negative impact	Inclusion and belonging	Women are typically overrepresented in lower-paid roles and underrepresented in technical or leadership positions within production and research environments, contributing to gender pay gaps and limited career progression. In hierarchical or male-dominated settings, risks of workplace bullying, gender-based harassment, and discrimination may be heightened, especially where formal reporting channels and social dialogue mechanisms are lacking.	**S** **M** L	US **OO** DS	
	Positive impact	Inclusion and belonging	Efforts to promote inclusion and diversity are progressing through transparent pay practices, inclusive recruitment, and access to training. Structured inclusion and belonging policies, global collaboration, and multicultural teams support fair representation and professional development across roles and levels.	**S** **M** L	US **OO** DS	
	Opportunity	Inclusion and belonging	If inclusion and belonging is seen as a shared responsibility, we create an inspiring place to work that will not only benefit our people, customers, and communities but also drive business value	S **M** L	US **OO** DS	
S2 Workers in the value chain	**Negative impact**	Occupational health and safety	Workers in agricultural production face risks from agrochemical exposure, extreme heat, and physically demanding tasks, often without adequate protection. In chemical manufacturing, hazards include toxic substances, flammable materials, and high-pressure systems. Both sectors present elevated risks of injury and chronic illness, particularly where protective practices and training are insufficient.	**S** **M** L	**US** OO DS	**DRs** S2-5 – Targets – Key natural ingredients **Entity-specific** Key natural ingredients Supplier training on human rights
	Negative impact	Labor conditions and human rights	Workers in agricultural and chemical supply chains, particularly in seasonal, informal, and small-scale operations, often face low and unstable wages, limited access to representation, and undervalued manual labor despite health and safety demands. Child labor may occur in smallholder farming due to economic hardship and limited education access. Migrant and informal workers may be exposed to forced labor conditions, including debt bondage, withheld wages, and restricted movement, especially in subcontracted or high-demand roles.	**S** **M** L	**US** OO DS	
	Risk	Labor conditions and human rights	If child labor occurs within the company's value chain, this results in non-compliance with international human rights standards, which could result in reputational harm or financial losses for the company.	S **M** L	**US** OO DS	
	Risk	Labor conditions and human rights	Potential forced labor and unsafe working conditions in a company's value chain pose significant financial risks, including public backlash and loss of consumer trust, ultimately jeopardizing the company's commitment to ethical practices and social responsibility, which can severely damage its reputation.	S **M** L	**US** OO DS	

Standard	IRO	Material topic	Description	Time horizon (Short / medium / long)	Value chain (Upstream / Own Operations / Downstream)	Disclosures
S4 Consumers and end-users	**Positive impact**	Access to health and nutrition solutions	Affordable and widely accessible nutritional products are vital to meet essential consumer needs across diverse geographies and income levels, fostering health and well-being in broader segments of society.	**S** M L	US OO **DS**	**DRs** S4-5 – Target – Nutrition Improvement **Entity-specific** Nutrition improvement
	Opportunity	Access to health and nutrition solutions	Offering food products with less sugar and salt represents a strategic lever to address public health challenges such as obesity, while proactively aligning with evolving consumer preferences and regulatory frameworks. This approach reinforces the company's leadership in nutritional solutions and strengthens its market differentiation.	**S** **M** L	US OO **DS**	
G1 Business conduct	**Positive impact**	Corporate culture	Corporate culture promotes shared values that drive ethical behavior, innovation, and teamwork. In both production and research settings, corporate culture enables accountability, innovation, and performance across a diverse, global, and purpose-driven organization, supporting strong performance and engagement in a complex global environment.	S **M** L	US **OO** DS	**DRs** G1-4
	Negative impact	Corporate culture	If companies do not have established whistleblowing systems, employees and value-chain workers could hesitate to report concerns, reducing visibility into safety and compliance risks. Such gaps could potentially amplify negative impacts and weaken accountability.	S **M** L	US **OO** DS	

Policies

We have a structured process regarding our policies, standards, and requirements, which is detailed in our Group Policy Framework. The following are summaries of our key policy documents with the most senior level that is accountable for implementation of the policy referenced. The policies listed below address the IROs that were identified during the DMA process and that are connected to the relevant topical standard. Our policies address multiple standards and IROs.

Policy	Summary	Value Chain	Owner	Standard	Location
Group policy operations	This Policy emphasizes the importance of sustainability in our operations. It highlights our commitment to minimizing environmental impact by adhering to science-based target directives and other external sustainability requirements Operations is the responsibility of line management and the Business Units, supported by different Requirements, Standards, and Best Practices defined by Group Operational Excellence in collaboration with the Business Units.	US OO DS	Group Operational Excellence	E1 E3 E4 S1	Intranet
Safety, Health, and Environment policy	Outlines our commitment to our employees, environmental sustainability, and climate action. The Policy highlights our dedication to create a safe and healthy work environment that supports the physical and mental well-being of all our employees through proactive measures and initiatives, as well as environmental restoration and protection aimed at reducing the environmental footprint of our activities, products, and services through the efficient use of resources and the minimization of emissions and waste. SHE is a line management responsibility and is supported at Group and regional level by our SHE organization.	US OO DS	Group Operational Excellence	E1 E2 E3 E4 S1	Internet, Intranet
Group standard for sustainable operations and environment	Sets out the environmental and social requirements for all dsm-firmenich manufacturing sites. It includes requirements for our sites relating to greenhouse gas emissions, renewable electricity, water efficiency in stressed areas, and nutrient efficiency in regions with high water pollution. Sites are required to develop and maintain roadmaps for emissions and water reduction, avoid ozone-depleting refrigerants, and continuously monitor and improve energy and water use. Sites are also required to assess and mitigate risks to air, water, and soil, and to document and monitor all emissions. All relevant manufacturing sites register with SEDEX and undergo regular SMETA audits to ensure ethical and responsible business practices. The standard also requires adherence to WASH (Water, Sanitation & Hygiene) principles.	US OO DS	Group Operational Excellence	E1 E3 E4	Intranet
Environmental sustainability reporting standard	Sets out the environmental sustainability reporting requirements for all dsm-firmenich manufacturing sites. The standard requires sites to consistently report environmental data across key metrics including greenhouse gas emissions, energy use, water consumption, waste generation, and renewable electricity. Sites are accountable for validating data locally, while central teams oversee aggregation and external disclosures.	US OO DS	Group Operational Excellence	ESRS 2 E1	Intranet
Group standard business continuity management	Outlines the framework for ensuring the continuity of our critical processes and activities during disruptions. This Standard emphasizes the importance of resilience and proactive measures to anticipate and prevent disruptions, as well as quick restoration of operations when needed.	US OO DS	Legal , Risk and Compliance	E1	Intranet
Group people policy	Sets out the people-related requirements for all dsm-firmenich employees. The Policy requires all employees to embody the company's values through inclusive behaviors and ethical conduct. It mandates equal opportunities in recruitment, compensation, and career development, supported by active Employee Resource Groups and inclusivity assessments.	US OO DS	Human Resources	S1	Intranet

Policy	Summary	Value Chain	Owner	Standard	Location
	The Policy ensures fair wage practices aligned with living wage principles and encourages global career mobility across functions and geographies.				
Inclusion and belonging policy	Sets out the inclusion and belonging requirements for all dsm-firmenich employees. The Policy and Standard require equal access to opportunities, fair treatment, and an authentic and safe culture. Recruitment must be inclusive, using diverse panels and sourcing strategies. Compensation practices must be equitable.	US OO DS	Human Resources	S1	Internet, Intranet
Human rights policy	Based on international human rights standards, including the International Bill of Human Rights and the Declaration on the Fundamental Principles and Rights at Work of the International Labour Organization (ILO). We follow the UN Guiding Principles for Business and Human Rights (UNGPs) and the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct. This Policy is applicable to all dsm-firmenich employees and its subsidiaries worldwide (either fully owned or with a majority ownership or control)	US OO DS	Group Sustainability	ESRS 2 S1 G1	Internet, Intranet
Travel and event standard	Provides clear guidelines for business travel and events. It emphasizes safety, efficiency, and cost-effectiveness, and applies to all employees globally.	US OO DS	Human Resources	S1	Intranet
Hybrid working standard	Sets out the hybrid working requirements for all dsm-firmenich employees. The Standard enables eligible roles to combine remote work with on-site presence, fostering flexibility while maintaining collaboration and innovation.	US OO DS	Human Resources	S1	Intranet
Responsible sourcing standard	Sets clear expectations for suppliers regarding People, Planet, and ethics which our suppliers must uphold, ensuring that sustainability is embedded throughout our upstream supply chains. It complements the Supplier Code and sets clear expectations for suppliers to uphold ethical, traceable, and sustainable practices across the value chain. Core pillars include: • People: Respect human rights and labor standards. Promote diversity, equity, and inclusion. Ensure safe and healthy workplaces. • Planet: Act on climate change by setting science-based GHG reduction targets. Uphold strict no-deforestation principles. Protect ecosystems and biodiversity. • Ethics: Zero tolerance for bribery, corruption, and improper payments. Transparent and responsible business conduct.	US OO DS	Procurement	ESRS 2 E1 E2 E3 E4 S2 G1	Internet, Intranet
Supplier code	Sets out the principles and requirements for all third parties doing business with or on behalf of the company. It ensures compliance with laws, regulations, and ethical standards. Suppliers are expected to extend these principles to their own supply chains. The Code includes provisions on: • Human rights and labor practices: Prohibition of forced and child labor, respect for living wages, and promotion of diversity, equity, and inclusion. • Health and safety: Commitment to maintaining an incident-free workplace, implementing emergency response programs, and driving continuous improvement in employee health and safety • Anti-bribery and corruption: Zero tolerance for bribery, corruption, and improper gifts or payments • Environmental responsibility: Requirements to minimize environmental impact and support sustainability goals	US OO DS	Procurement	ESRS 2 E1 E3 E4 S2 G1	Internet, Intranet

Policy	Summary	Value Chain			Owner	Standard	Location
Due diligence standard	Establishes a structured approach to identify, prevent, and mitigate social, environmental, and ethical risks in the supply chain. It goes beyond legal compliance to meet stakeholder expectations and aligns with international frameworks such as the OECD Guidelines for Responsible Business Conduct and UN Guiding Principles on Business and Human Rights. The Standard requires that all upstream direct and indirect partners undergo risk-based due diligence prior to onboarding and throughout the lifecycle of the relationship.	US	OO	DS	Procurement	ESRS 2 E1 E3 E4 S2 G1	Intranet
Code of business ethics	Contains elements specific to ethical conduct and compliance. It emphasizes the importance of integrity in all business activities. It highlights our commitment to responsible behavior by adhering to Group Policies, Standards, and external regulatory requirements. The Code mandates the application of ethical principles to guide decision-making and resolve dilemmas, ensuring that operations and interactions are conducted with respect, fairness, and transparency throughout the value chain. Furthermore, the Code emphasizes equal treatment regardless of gender, gender identity, gender expression, age, race, ethnicity, religion, sexual orientation, experience, socio-economic status, abilities, whether or not they are married, and any other protected categories.	US	OO	DS	Legal, Risk and Compliance	ESRS 2 S1 G1	Internet, Intranet
ABC policy (anti-bribery and corruption)	Sets out the anti-bribery and corruption requirements for all dsm-firmenich employees, contractors, and third parties acting on its behalf globally, and is grounded in the Code of Business Ethics principles. Its content is further developed by specific standards. The Policy prohibits all forms of bribery and corruption, including facilitation payments, and applies a zero tolerance to corruption and bribery approach	US	OO	DS	Legal , Risk and Compliance	ESRS 2 G1	Intranet, Internet
Privacy policy	Sets out the privacy requirements for all dsm-firmenich employees and third parties acting on its behalf. The Policy ensures that personal data is collected, stored, and processed fairly, transparently, and respectfully, in line with global data protection laws, especially the GDPR. It applies to all personal data handled by employees, including data of customers, suppliers, and other individuals.	US	OO	DS	Legal , Risk and Compliance	ESRS 2 G1	Internet, Intranet
Cybersecurity policy & standard	Sets out the cybersecurity requirements for all dsm-firmenich employees, contractors, and third parties. The Policy establishes a governance framework to manage cyber threats, reduce risks, and protect digital assets. It applies globally across all Business Units, affiliates, and digital services	US	OO	DS	Digital and Tech	ESRS 2 G1	Intranet

Stakeholder engagement

Our commitment to sustainability and excellence is reflected in our engagement with a diverse group of stakeholders. This includes employees, customers, suppliers, investors, and our communities.

We believe that fostering strong relationships with these groups is essential to both our success as a business and our wider sustainability goals. Our employees are the backbone of our organization, driving innovation and excellence in every aspect of our business. More information on how we engage with our people can be found in Own Workforce.

Our customers and suppliers are our innovation partners, and we strive to build mutually beneficial relationships with them. Information on how we engage with our customers is provided in Our Businesses. Information on how we engage with our suppliers is provided later in this section and in the various topical disclosures across the Sustainability Statements.

Investors play a crucial role in our growth and development, and we are committed to maintaining transparency and accountability in our financial and sustainability performance. More information on how we engage with investors can be found later in this section. dsm-firmenich is registered in the EU Transparency Register with REG Number 73926352722-07.

Our engagement with our communities and the partnerships we have built reflects our dedication to making a positive social and environmental impact. Examples of these engagements can be found later in this section.

dsm-firmenich supports the dsm-firmenich Progress Foundation, an independent charity that funds projects addressing malnutrition, strengthening community resilience, and protecting and restoring ecosystems. The Foundation's mission aligns with our purpose and aims to deliver impact where it is needed most.

Stakeholder	Types of engagement	Outcomes
Suppliers	• Supplier qualification and onboarding, including the Responsible Sourcing Standard and Supplier Code • Join Forces program • TfS and WBCSD PACT on Scope 3 collaboration	• Clarified expectations for suppliers • Improvements on due diligence outcomes and value chain risk aspects • Scope 3 decarbonization
Employees	• Engagement surveys • Interactive townhalls and other leadership communications • Wellness programs • Training and development programs • DMA workshops and validation sessions	• Increased employee engagement • Training outcomes • Launched wellbeing initiatives
Customers	• Transparency requests from customers on responsible sourcing, emissions, certification, traceability, and other sustainability topics • Co-innovation and value chain collaboration • Customer questionnaires / RfPs / customer briefs	• Customer brief wins • Supplier of choice • Customer awards
Investors	• Trading updates and results • Direct engagements and meetings • ESG ratings and rankings • External stakeholder dialogues on, for example, the DMA	• Understanding investor needs • Demonstrating long-term value creation • Supporting investor requirements
Partnerships	• Multi-stakeholder collaborations and industry platforms • Industry-specific engagements • Topical working groups • External stakeholder dialogues on, for example, the DMA	• Developing industry standards and guidance • Contributing to shaping external frameworks and collaborative initiatives • Consulting on reporting regulations development
Communities	• Due diligence and grievance mechanisms • Community engagement activities • External stakeholder dialogues on, for example, the DMA	• Supporting local communities • Identifying and prioritizing local impacts needing response or remediation

Engaging with our supply chain

Sustainable and resilient supply chains begin with responsible partners. As such, Responsible Sourcing is a strategic enabler of sustainable value creation across our value chains.

Actions and resources

Our engagement spans the dimensions of both People and Planet. On the social side, we promote safe and fair working conditions, human rights protections, and ethical labor practices. On the environmental front, we collaborate with suppliers to reduce emissions, enhance data transparency and quality, and drive initiatives that protect biodiversity, safeguard water resources and prevent pollution.

Our Responsible Sourcing Framework, deployed by our dedicated Responsible Sourcing team, ensures alignment of our actions in the upstream supply chain with our sustainability objectives and embeds responsible practices into sourcing decisions. The framework is built on three integrated layers and supported by our Join Forces Supplier Engagement Program, which drives collaboration across upstream supply chain to amplify positive impact.

Supplier qualification and inherent risk identification

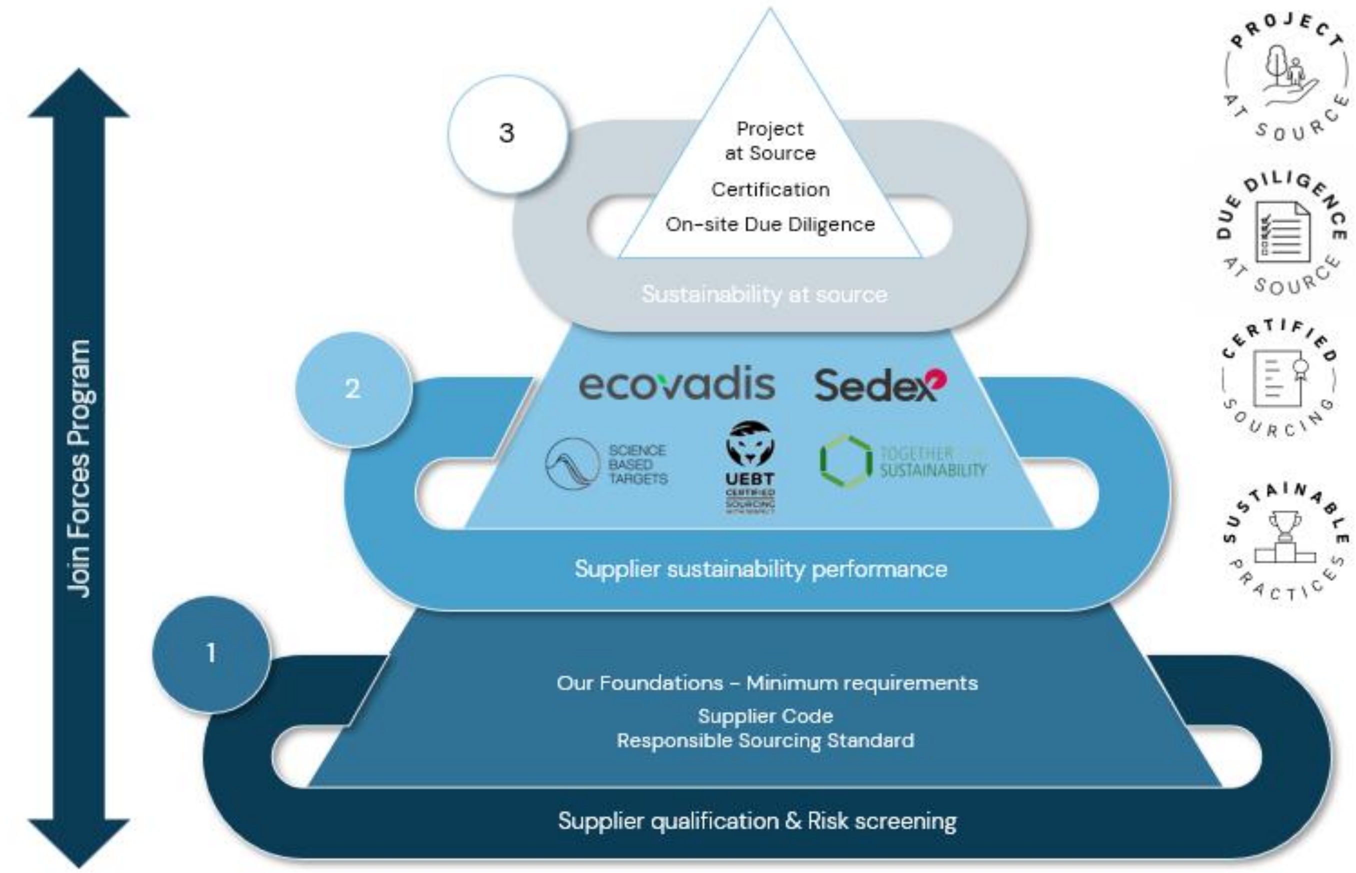
Risk mitigation is embedded throughout our engagement lifecycle, from initial supplier screening to ongoing performance monitoring via dashboards and reports.

Through our Responsible Sourcing Standard, we set clear expectations for suppliers regarding human rights, climate and nature action, and ethical business conduct. This Standard complements our Supplier Code, and together they form the foundation of our supplier engagement.

To proactively identify and mitigate sustainability risks across our supply base, we employ a robust risk screening methodology that leverages IQ+ from EcoVadis, UEBT Grove, and Sedex risk assessment platforms. These tools provide insights into supplier exposure to environmental, human rights, and ethical risks. IQ+ offers AI-driven risk scores based on supplier category, geography, and sector, while UEBT focuses on biodiversity and ethical sourcing risks for natural ingredients. Sedex complements this with social compliance data and audit findings. In 2025, we achieved sustainability risk screening of 94% of our procurement spend, across both direct and indirect categories, progressing on track toward our journey to screen our supplier's inherent sustainability risk, a milestone that reflects our commitment to comprehensive due diligence.

Supplier sustainability performance and at-source engagement

We next assess and audit our suppliers' sustainability performance through a combination of on-site and desktop tools as required by the level of risk identified, supported by internal capabilities and third-party assessments and audits such as EcoVadis Ratings, Sedex SMETA, and SBTi. In 2025, recognizing that comprehensive data is essential for informed decision-making, we enriched our ecosystem with additional third-party assessments and certifications such as with TfS (Together for Sustainability) audits, B Corp certifications, and EcoVadis Vitals,



Our Responsible Sourcing Framework

creating a category-tailored view of suppliers' performances. These tools are fully embedded into our Procurement team's digital systems and provide real-time visibility into ESG risks and opportunities, enabling us to prioritize engagement accordingly.

Our Responsible Sourcing team includes a dedicated at-source team that audits key supply chains identified as high risk and supports our participation in relevant risk remediation coalitions. Throughout the year, the team conducts on-site due-diligence activities, develops and follows up on remediation action plans, and ensures ongoing monitoring and communication with suppliers and stakeholders.

Supplier risks remediation

We leverage findings from assessments, audits, and inherent risk screenings to deploy tailored corrective action plans, targeted training campaigns, and decarbonization roadmaps that reflect each supplier's capabilities and confirmed risk profile. High-risk suppliers are prioritized for root cause analysis and mitigation action planning, with Sourcing and Responsible Sourcing teams jointly leading these efforts.

When risk remediation requires collective action, we actively participate in responsible sourcing coalitions. See Workers in the value chain for more information.

Join Forces for Responsible Supply Chains

Our Join Forces program is designed to build capacity, share best practices, and accelerate progress in human rights, environmental stewardship, and transparency. This program fosters open dialogue and joint action plans, supporting all the layers of our framework.

In this context, we recently joined AIM-Progress, a global forum of companies dedicated to sustainable practices. This membership enables further alignment with international standards, participation in shared audits, and industry-wide collaboration to tackle systemic challenges. By joining AIM-Progress, we also strengthen our ability to harmonize expectations, drive consistency, and scale impact across the consumer goods sector.

Furthermore, as an active member of TfS, we leverage shared insights and actions to enhance ESG understanding and drive collective initiatives such as supplier data collection and upskilling.

We also participate in initiatives such as the Sustainable Vanilla Initiative and the UN Global Compact (UNGC) Decent Work Platform. Please refer to Workers in the value chain for UNGC initiatives collaboration achievements.

We also actively engage in high-level industry dialogues and conferences, sharing insights and advocating for transparency and responsible practices across global value chains.

Finally, our 'Sustainability at Source' projects, which typically span around three years, aim to strengthen social outcomes (such as human rights and women's empowerment) and promote environmental sustainability through initiatives such as traceability systems, certification pathways, and regenerative agricultural practices. Active projects examples include Mint with Purpose in India and Pink Pepper in Madagascar described on our website. All these efforts align with international standards (UNGPs, OECD Guidelines) and the UN SDGs, covering both direct and indirect partners to foster inclusive, responsible growth across the value chain.

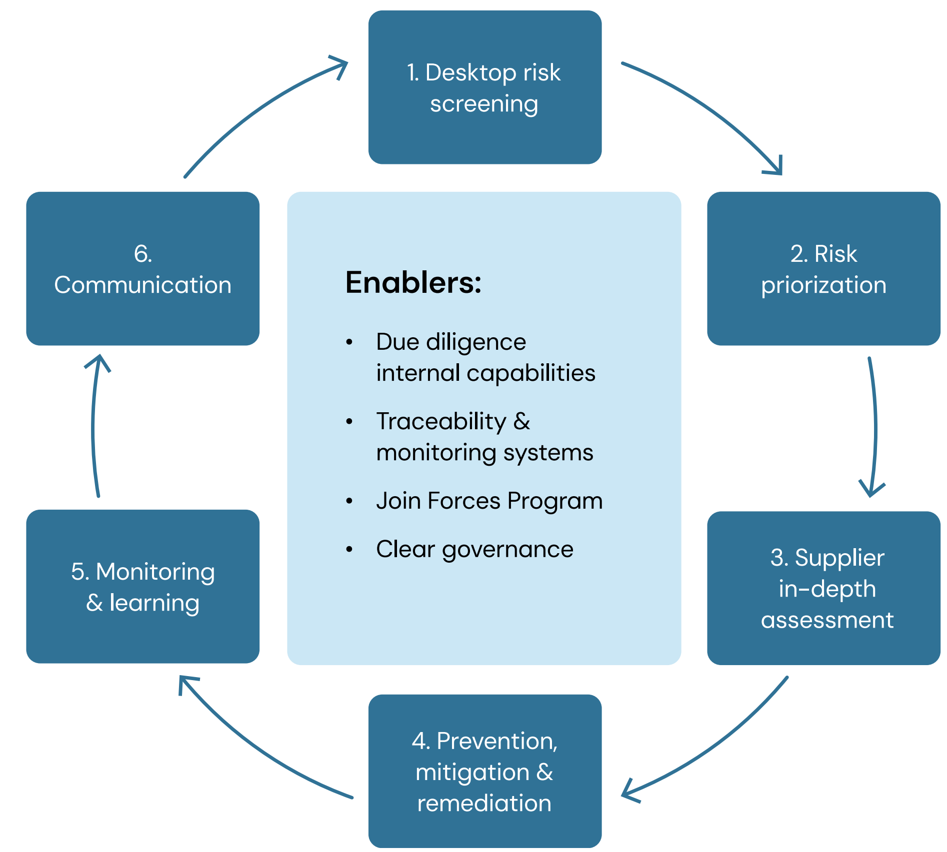
Recognition

In 2025, our Framework and Supplier engagement program was recognized by CDP and dsm-firmenich was included in its latest Supplier Engagement Assessment A-List. In addition, we were assessed as Outstanding by EcoVadis, obtaining a score of 86 points on the Sustainable Procurement pillar.

We also underwent a Fair Labor Association (FLA) review of our due diligence process in our raw material and indirect supply chain, achieving a strong maturity score of 96%.

Innovation in our processes

In 2025, we completed our annual review of our Responsible Sourcing Standard. Reinforcing our commitment to sustainability across both social and environmental dimensions, the updated Standard formalizes our expectations for suppliers to contribute to climate mitigation and biodiversity protection. Translation into multiple languages supports supplier understanding and implementation across



Our Due Diligence Framework

diverse sourcing regions. See the Policies section for more details.

Building on the evolving maturity of our Responsible Sourcing Framework, we also enhanced our Supply Chain Due Diligence Framework in 2025, which formalizes our approach to risk identification and mitigation across the value chain. The framework supports compliance with international standards such as the OECD Guidelines, UNGPs, and Due Diligence regulations. It also enables us to move beyond compliance toward proactive risk management and continuous improvement.

Human rights and labor conditions

Acting on assessment findings, we implemented targeted supplier training programs on human rights, equipping partners with the knowledge and tools to prevent gaps and foster safe, fair workplaces. We also partnered with EcoVadis Ulula to conduct a worker survey at our Apodaca and El Salto sites in Mexico, focusing on facility management services. More information on this can be found in Workers in the value chain

Key natural ingredients

Our company is committed to sourcing practices that are sustainable and transparent, embedding these principles across all its purchase categories. A new, advanced and comprehensive Responsible Sourcing program for key natural ingredients with a target date of 2030 was launched, combining both desktop and additional field-based assessments to identify salient risks and deploy appropriate mitigation measures.

In 2025, we conducted 54 field due diligence assessments, comprising all planned assessments. Salient risks were identified and action plans defined to address them.

Through this program, the most frequently identified gaps versus our standards relate primarily to social impacts, such as health & safety, working conditions, wages and child labor. More details per focus area will be shared in our annual Human Rights report, which will be published on our website.

We also observed recurrent gaps concerning biodiversity protection, and water and forest management, which remain important priorities for us. See Biodiversity & ecosystems for more details on our ambitions in that area.

Equitable living standards

To accelerate impacts at source, we sponsored the United Nations Global Compact Living Wages initiative and launched pilot projects with three strategic suppliers in Sri Lanka, Colombia, and India. See Workers in the value chain for more details.

Certified raw materials at source

Certification plays a pivotal role in responsible sourcing. It offers transparency, ensures that ingredients are sourced under fair labor conditions and ethical business practices, and minimizes environmental impact. By supporting certification efforts, we mitigate risks and bring positive impact to our supply chains. Our certifications program includes various standards such as RSPO, organic, Fair Trade, Rain Forest Alliance, UEBT among others. In 2025, we increased our sourcing of sustainable raw materials from 20 to 52.

Improvements in sustainability performance

Continuous improvement was once again a priority throughout the year. Suppliers assessed by EcoVadis demonstrated measurable progress, reflected in improved scores and signaling stronger performance and governance. These results validate our approach of combining risk identification with capacity-building and transparent monitoring.

Building procurement capability for responsible sourcing

To advance our commitment to responsible sourcing, we equip every member of our global procurement community with the knowledge and tools to embed sustainability into daily decision-making.

Through a comprehensive training program, our teams deepened their understanding of key topics such as ethical sourcing, human rights, climate impact, and traceability standards. By embedding these principles into their daily business practices, particularly within category management and supplier relationship management, our procurement professionals across the company uphold ethical practices and contribute to long-term sustainable growth.

Procurement related Metrics and Responsibly Sourced raw materials	2025	2024
Spend coverage with transparency platforms	80.5% [1]	68.2%
Suppliers average EcoVadis score	67.6 [2]	59.7
Spend coverage by suppliers with SBTi-validated targets	36.2%	27.9%
Share of suppliers with human rights risks trained	79%	49%
Share of procurement staff members trained on responsible sourcing stakes	100%	100%
Naturals sourcing program completion rate (target of 100% by 2030)[3]	48%	–[4]

1 In 2025, Including of TfS audits, B Corp certifications and EcoVadis Vitals
2 Spend-weighted average score
3 As per program described above in the Key natural ingredients section
4 2025 was the first year of reporting

Joining forces for responsible supply chains

In 2025, we strengthened supplier engagement by delivering capability-building training on Science-Based Targets and Product Carbon Footprint calculation in partnership with the World Business Council for Sustainable Development (WBCSD), empowering suppliers to set and achieve ambitious climate goals.

We also celebrated internal and external achievements through our Procurement and Supplier Sustainability Awards, recognizing exceptional initiatives that promote ethical, impactful, and resilient sourcing practices. In 2025, our internal Procurement award rewarded actions from our naturals sourcing Perfumery & Beauty team. The supplier 2025 award winner will be announced in March 2026.

Furthermore, as an active member of TfS, we leverage shared insights and actions to enhance ESG understanding and drive collective initiatives such as supplier data collection and upskilling.

Our China team actively participated to deliver in-person training with TfS on EcoVadis and Scope 3 Product Carbon Footprint at the China International Petrochemical Conference in Ningbo.

Metrics and targets

As a result of these efforts and actions, our 2025 performance marks a decisive step forward in embedding sustainability across our value chain. We not only met but exceeded all key targets, underscoring the effectiveness of our integrated approach. These results confirm that our strategy is delivering measurable progress and positioning us as a recognized leader in sustainable procurement.

Investor engagement

We are dedicated to delivering long-term value for our shareholders through both our core operations and our wider value chain. Our ambition is to remain a future-proof, sustainable investment for capital providers seeking growth in company value. We create enduring value for our investors across three key dimensions:

- Mitigating environmental, social, and governance (ESG) risks to safeguard resilience
- Maximizing positive impacts on society and the environment, while positioning ourselves as an attractive impact investment across key impact themes such as health and well-being, climate action, nature and biodiversity, responsible value chains, and sustainable lifestyles
- Harnessing sustainability as a strategic business driver to enhance financial performance and returns

Transparent communication

Transparent and open communication of accurate financial and relevant non-financial information to shareholders and the financial markets is essential to us. All such information is publicly available on our website. We engage with investors not only through the Annual General Meeting but also via investor days, teach-ins, road shows, conferences (both in-person and virtual), and individual meetings.

We also maintain dialogue with financial and ESG advisors who represent our company to their clients in the financial markets. This group includes brokers, credit rating agencies, proxy advisors, shareholder representative bodies, and ESG rating agencies. We highly value investor feedback, which is regularly reviewed and discussed by the Executive Committee and the Board of Directors.

Updating investors on our progress

We ensure our investors remain fully informed about our progress on the strategic actions we are taking, key business updates, and our financial and ESG performance. We do this through roadshows, conferences, and one-on-one meetings. In March 2025, we organized an ESG Expert event for Investors in Kaiseraugst (Switzerland), with excellent attendance from top financial analysts, ESG analysts, and investors. We used this opportunity to highlight the progress with our sustainable strategy, our ESG ambitions and the integration between sustainability and finance. The Business Units gave presentations and demonstrations, showcasing our commitment to delivering essential, desirable, and sustainable solutions.

Engaging with the market about sustainability

We are committed to amplifying our positive impact on people, climate, and nature while delivering strong, sustainable financial returns for our investors. Our ambition is clear: to lead by example in sustainability reporting and to stay ahead of evolving regulatory standards. We rigorously comply with current and future requirements, including the EU Sustainable Finance Action Plan, the EU Green Deal, the EU taxonomy, the EU Corporate Sustainability Reporting Directive, and the Swiss Code of Obligations.

In 2025, we actively engaged with investors and their representatives on important sustainability topics, from the innovative solutions we bring to market to reduce carbon emissions and protect biodiversity, to initiatives that uphold human rights and ethical conduct across our responsible supply chains.

We proudly partnered with global leaders such as the WBCSD and the Institutional Investors Group on Climate Change (IIGCC) to shape a robust net-zero transition plan, including the Nature Action 100 Global Investor Engagement initiative. We strengthened our governance dialogue with Ethos in Switzerland and Eumedion in the Netherlands.

Our commitment extended to maintaining strong relationships with leading ESG ratings and benchmark providers, including Sustainalytics, MSCI, ISS-ESG, Bloomberg, and Standard & Poor's. In 2025, we achieved significant progress in our ESG ratings, returning to the top positions expected of us and reaffirming our leadership in sustainability performance.

Partnerships

Accelerating the sustainability transition is a collective effort. To truly bring progress to life, we need partners across our value chain, including businesses, consumers, NGOs, governments, and academia. Together, we strive to make a positive impact on both People and Planet. Below is a selection of our key engagements.

World Business Council for Sustainable Development (WBCSD)

As a member of the WBSCD, we participate in various working groups and initiatives, and our Chief Sustainability Officer (CSO) is both a

WBCSD Council member and a Board member of the Agri-Food pathway.

In 2025, WBCSD published its updated Guidance on Avoided Emissions, which we contributed to and piloted. Moreover, we actively participated in WBCSD's steering committee for Sustainable Portfolio Steering, guiding the methodology and launch. This initiative is developing a sector-agnostic standardized methodology to assess sustainability risks and opportunities and steer product and service portfolios toward sustainable solutions. The next steps include piloting the approach, refining the building blocks, and preparing for external consultation.

We are also engaged in the Healthy and Sustainable Diets workstream, which in early 2025 published the 'Accelerating Food and Nutrition Security through Food Fortification' private sector playbook, to which we contributed. Lastly, colleagues have participated in both the WBCSD Leap Program, which is empowering female leaders to drive the future of sustainability, and the WBCSD Leadership program, which is providing sustainability professionals with the tools and skills to make an impact. By participating in these yearly training programs, we are building an impactful alumni network of sustainability leaders.

World Economic Forum (WEF)

We are a strategic partner of the WEF and actively participated in both virtual and in-person events throughout 2025, such as the Annual Meeting in Davos in January and the Annual Meeting of the New Champions in Tianjin, China. We are also a member of the Agriculture, Food and Beverage industry community and participate in initiatives such as WEF's Centers for Nature and Climate, Health and Healthcare, New Economy and Society and Fourth Industrial Revolution.

We are part of the C-suite communities that bring together leaders in the same position across organizations to collaborate and drive progress on key issues, such as the Chief Sustainability Officers Community and the Chief Health Officers Community. Our CEO is a member of the Alliance of CEO Climate Leaders, an active leadership community within the Center for Nature and Climate which is committed to reaching net-zero emissions by 2050.

United Nations Global Compact (UNGC)

We are a longstanding participant of UNGC and are committed to its Ten Principles, integrating sustainability and ethical business practices into our strategy, culture, and day-to-day operations. Through our annual Communication on Progress submission, we publicly demonstrate measurable progress in embedding these principles throughout our operations and value chain. Our engagement reflects a long-term commitment to human rights and transparent reporting. We are members of the UNGC Network Switzerland & Liechtenstein and are a Sponsor of UNGC's Social Sustainability work on Human Rights, Labour & Decent Work and Gender Equity.

Throughout 2025, we attended UNGC meetings to help shape the Living Wage Forward Faster Target Two program and took up speaking roles at UNGC events such as the Private Sector Forum at the World Social Summit on November 5, 2025 in Doha and the Business and Human Rights Forum on November 26, 2025 in Geneva (Switzerland). During quarterly meetings with other sponsors of the Social Sustainability work stream, we contributed to UNGC's plans for Labour Rights & Decent Work planning.

Swiss Food & Nutrition Valley (SFNV)

SFNV is a purpose-driven, nationwide, not-for-profit association founded in 2020 that strengthens Switzerland's position as a leading food nation. As a founding partner and long-standing member of SFNV's Executive Committee, dsm-firmenich played an active role in shaping the organization's strategic direction and ecosystem impact.

Our involvement in 2025 included delivering a keynote speech at the ETH Food Day and contributing an expert interview to the Swiss FoodTech Ecosystem Report 2025. Moreover, the company connected with scaling Swiss startups and innovators from across the globe at SFNV's flagship events developed a thought leadership article for SFNV's community of over 20,000 Swiss and international food innovators, engaged in a roundtable session exploring the future of food and nutrition with other SFNV partners, and advanced the development of the Nutrition Compass project.

European Round Table for Industry (ERT)

dsm-firmenich is a member of the ERT, a group focused on creating a strong, open, and competitive Europe by promoting sustainable growth, jobs, and prosperity for all. ERT members include CEOs and Chairs from around 60 of Europe's largest companies in the industrial and technological sector.

In 2025, through its advocacy on industrial competitiveness, R&D and energy affordability, ERT reinforced the importance of creating a favorable regulatory and investment environment in Europe.

Dutch Sustainable Growth Coalition (DSGC)

The DSGC is a CEO-led coalition of eight multinationals which aims to drive sustainable growth business models that combine economic profitability with environmental and social progress. The coalition of CEOs uses their leadership for the development toward a future-proof world and sustainable growth. The DSGC stimulates activities and international cooperation in value chains and between sectors to help achieve the SDGs.

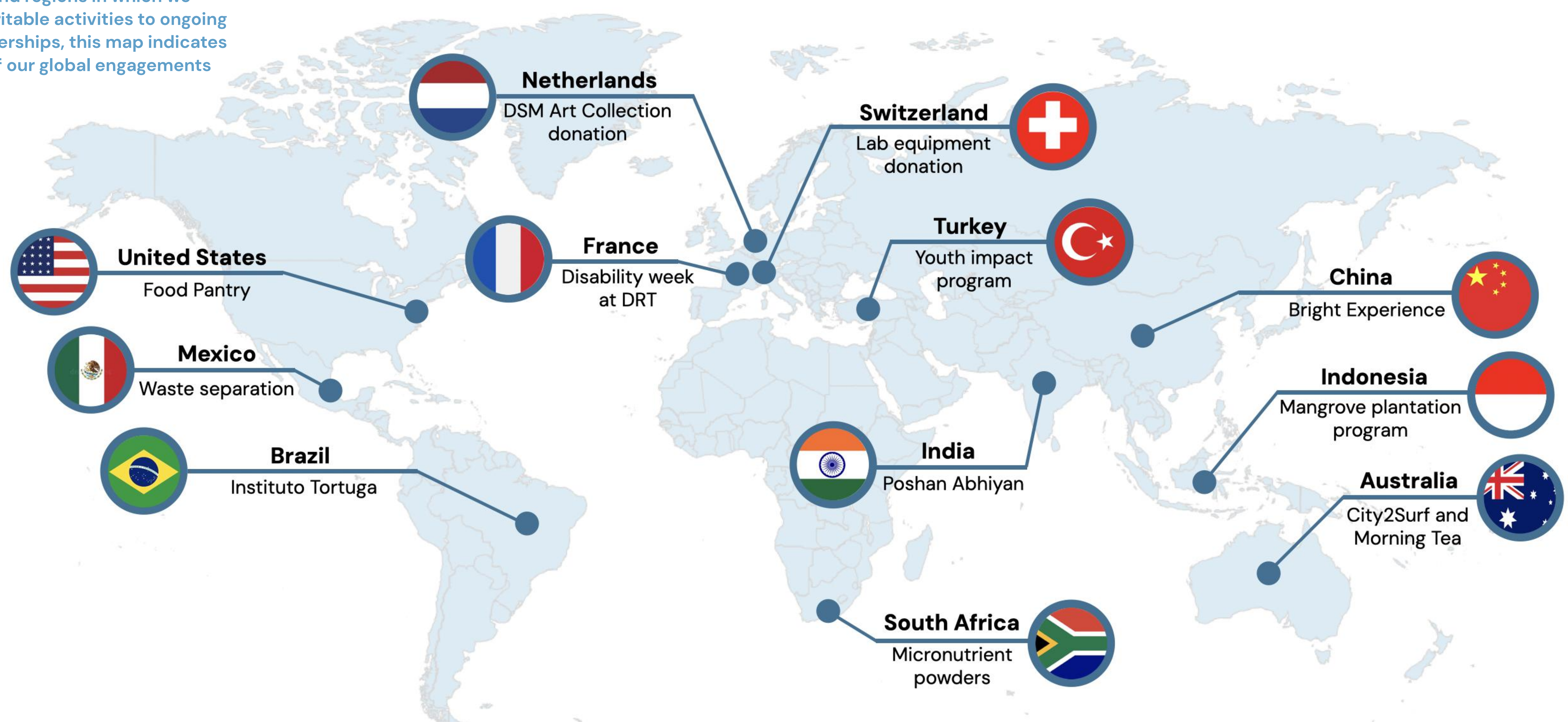
In 2025, the DSGC worked on several themes, including Scope 3 emission reduction, clean demand creation, and CSRD/CSDDD implementation. For these themes, several conversations with ministries and other relevant stakeholders were hosted by the DSGC. Additionally, the DSGC advocated a set of recommendations for the national parliamentary elections in October 2025 in the Netherlands by sending a letter to all party program committees.

Later, in November 2025, a letter was sent to the *informateur,* the person who leads discussions regarding the Dutch cabinet formation. Finally, the DSGC organized a meeting with EU Commissioner Wopke Hoekstra, discussing, among other things, the energy transition, green demand creation and the EU internal market.

SUSTAINABILITY STATEMENTS > GENERAL INFORMATION > COMMUNITY ENGAGEMENT

Community engagement

We work hard to engage and collaborate with the communities and regions in which we operate. From charitable activities to ongoing projects and partnerships, this map indicates a small selection of our global engagements across 2025.



SUSTAINABILITY STATEMENTS > GENERAL INFORMATION > COMMUNITY ENGAGEMENT

Working with communities all over the world

Australia: City2Surf and Morning Tea

Employees and their families participated in the City2Surf and Australia's Biggest Morning Tea to raise funds for multiple local charities. These activities strengthened community ties while supporting health and social initiatives.

France: Disability Week at DRT

We partnered with local organizations, training centers, and inclusion networks to support people with disabilities. This included hands-on learning opportunities, job shadowing experiences, community events, access to training, employment pathways, and awareness programs.

Mexico: Waste separation

A waste separation initiative enabled the recycling of bottle caps and glass, reducing carbon emissions and generating over USD8000 in donations. In total, the initiative recovered the equivalent of approximately 3,600 bottles and 16,400 caps.

Switzerland: Lab equipment donation

Lab equipment from our former Kaisersaugst facilities was donated to a Tanzanian university, supporting pharmaceutical education under the BIRS program. The initiative contributes to developing future African pharma professionals.

Brazil: Instituto Tortuga

Instituto Tortuga celebrated 20 years of social transformation, promoting education, inclusion and sustainability with support from volunteers, donors, partners and municipalities. The initiative has positively impacted thousands of people thanks to long-term local collaboration.

India: *Poshan Abhiyan*

The *Poshan Abhiyan* initiative supported pregnant women, lactating mothers and young children through the 'Take Home Ration' program, which provides nutrient-rich food kits that address dietary gaps that lead to malnutrition, stunting and anemia.

Netherlands: DSM Art Collection donation

Following the relocation of its headquarters from Heerlen to Maastricht, we donated the DSM Art Collection, comprising more than 500 works, to the municipality of Heerlen. In 2025, 200 pieces were exhibited publicly for the first time during the exhibition "Rooted in Change," making this cultural heritage accessible to the broader community.

Turkey: Youth Impact program

In collaboration with WBCSD Türkiye and the Yenibirlider Association, we ran the Youth Impact program, selecting 21 students to co-create solutions in sustainability, together with industry representatives. A key outcome was a comprehensive KPI list, designed to embed youth-driven thinking into enterprise performance management.

China: Bright Experience

Over 2,500 employees and families across 17 cities have joined the Bright Experience since 2007, raising more than RMB130,000 for nutrition programs over the period. The Women's Wellness Enabler Initiative has already trained more than 600 women caregivers, indirectly benefiting over 200,000 children.

Indonesia: Mangrove Plantation program

The Mangrove Plantation CARE program marked its third year of environmental restoration work. Volunteers planted 600 new seedlings to support coastal conservation.

South Africa: Micronutrient powders

We donated 800 micronutrient powder pouches containing our one-gram MNP sachets to support malnourished children across South Africa and Namibia. Each sachet contains the daily required nutrients and vitamins for a child. In total, 600 children were reached.

USA: Food pantry

In Belvidere, NJ, volunteers collected and sorted 1,200 pounds of food for the Warren County Food Pantry. Their work supported distribution to 300 families as part of the site's annual holiday giving campaign.

Environmental information

SUSTAINABILITY STATEMENTS > ENVIRONMENTAL INFORMATION > CLIMATE CHANGE

Climate change

Climate change is one of the most pressing issues of our time. Urgent and decisive action is required to both mitigate its impact and adapt to the inevitable volatility the planet is experiencing now and will continue to experience in the future.

We acknowledge these challenges and will meet them head-on, shouldering our responsibility to accelerate climate action throughout our business, our value chain, and beyond. We have been, and will continue to be, an industry leader in both our commitment to ambitious climate targets and in our drive to deliver against these targets.

Our climate approach

Our climate approach, as detailed in the accompanying chart, focuses on climate change mitigation and climate change adaptation in our own operations and value chain. While we remain fully responsible for reducing our own emissions, the products and services we offer to our customers provide us with an opportunity to extend our impact beyond our own operations and supply chains, enabling large-scale global decarbonization through avoided emissions in the broader value chain, resulting in added value for our customers.

We have outstanding products such as Bovaer®, our methane-reducing feed additive for cattle, and our long-established Purifine® family of enzymatic solutions, which enable our customers to significantly decarbonize their own value chains. Our climate mitigation activities, aligned to the latest 1.5°C global warming science, include:

- The reduction of direct emissions in our own operations (Scope 1 & 2) through operational efficiency improvements and our renewable energy transition strategy
- The reduction of indirect emissions in our value chain by driving Scope 3 improvements through engaging and collaborating with our suppliers, driving additional value chain improvements and new designs and technology to reduce emissions
- Collaborating with our customers to avoid emissions in their own operations through the products and services we offer
- Ultimately, in alignment with Science Based Target initiative (SBTi) standards, using carbon removal technologies to deliver our net-zero target. However, we will not rely on carbon credits to achieve our near-term targets.

With respect to climate change adaptation, a risk-based approach helps us identify and assess risks and opportunities and thus where we need to build further resilience into our own operations and value chain.

Our climate approach

	Climate change mitigation			Climate adaptation
	Reducing our own emissions	**Reducing the emissions of others**	**Increasing permanent carbon removals**	**Increasing resilience**
In our own operations	Reduce our direct emissions and renewable energy (Scope 1 & 2)	Collaborative customer and consortia projects on renewable energy, waste, transport, etc.	Carbon removals in our own operations	Protect our operations from physical risks
In our up- or down-stream value chain	Reduce our indirect emissions (Scope 3)	Reduce the emissions of others through our products and services (avoided emissions)	Carbon removals in our supply chains	Protect key supply chains from physical risks and enable adaptation of others through our products

Strategy

Transition plan

Climate is a core part of our Sustainability program. It is one of our key focus areas: Accelerating Climate Action. This means we are committed to reaching net zero ourselves, and to supporting our customers' and suppliers' climate journeys.

In 2024, to formalize how we would accelerate climate action, we developed our first Climate Transition Action Plan (CTAP) which will be updated as we mature in our climate journey and the market around us changes. This plan is intended to support the delivery of our broader climate agenda and to outline our strategy to transition to a low-carbon business. It focuses on both climate change mitigation and climate adaptation, aiming to reduce our carbon footprint while strengthening resilience to climate-related risks.

The CTAP, which remains a living document, was based on the guidance document from the CDP's Technical Note: Reporting on Climate Transition Plans. It covers a wide range of topics including:

- Strategy, including scenario analysis, financial planning, low-carbon initiatives, and policy engagement
- Risk and opportunity management
- Metrics and targets
- Strategy implementation, including roadmaps with key decarbonization levers

Governance is also a key aspect of the CTAP, with the Board of Directors and the Executive Committee playing crucial roles in overseeing and implementing the sustainability strategy.

Since its inception, the CTAP has become the accepted terminology for how all functions in our business play their role in delivering our climate transition and meeting our aspiration of Accelerating Climate Action. The CTAP has been built bottom-up by the Business Units and relevant Business Partners – whether that be Sustainability, Procurement and Responsible Sourcing, Supply Chain or Group Operations – and firmly entrenched in how these functions operate. A high-level view of our overall net-zero roadmap, with targets and actions, can be seen in the graphic below.

Although the CTAP is comprehensive and covers climate mitigation and adaptation, avoided emissions and more, core to the CTAP are the roadmaps on how to deliver our Scope 1 & 2 and Scope 3 targets. These roadmaps help integrate our climate mitigation actions across the business and provide the basis to develop the financial plans to meet our commitments.

Based on these plans, we do not envision a requirement to fundamentally change our business model or strategy to meet these commitments, nor have we identified assets that are incompatible with a net-zero economy. We also do not expect material impacts on our own workforce. We furthermore conducted an initial qualitative review of locked-in emissions, which did not identify any potentially material locked-in emissions. Due to the nature of our economic activities, the alignment of our economic activities with the EU Taxonomy Regulation is not considered material to the company. dsm-firmenich is also not excluded from the EU Paris-Aligned Benchmarks.

Our net-zero roadmap

Note: The net-zero roadmap and targets include total dsm-firmenich. ANH is material to our emissions inventory and targets. The impact of this is being investigated and will be reported at a later stage.

2021

Accelerating climate action

We are decarbonizing our **own operations** and **value chain** by:

- Improving energy efficiency in our operations and equipment
- Increasing renewable energy through electrification and generation
- Reducing emissions from our purchased ingredients
- Investing in our operations and innovative product design
- Implementing eco-steering for our products and formulations

2030

Scaling up decarbonization

We will invest in **new technologies** and review how we operate by:

- Assessing the products we sell, and how and where we sell them
- Investing in radically lower carbon-intensive technology platforms
- Stepping-up in renewable energy usage and electrification
- Scaling-up carbon removal solutions

2045

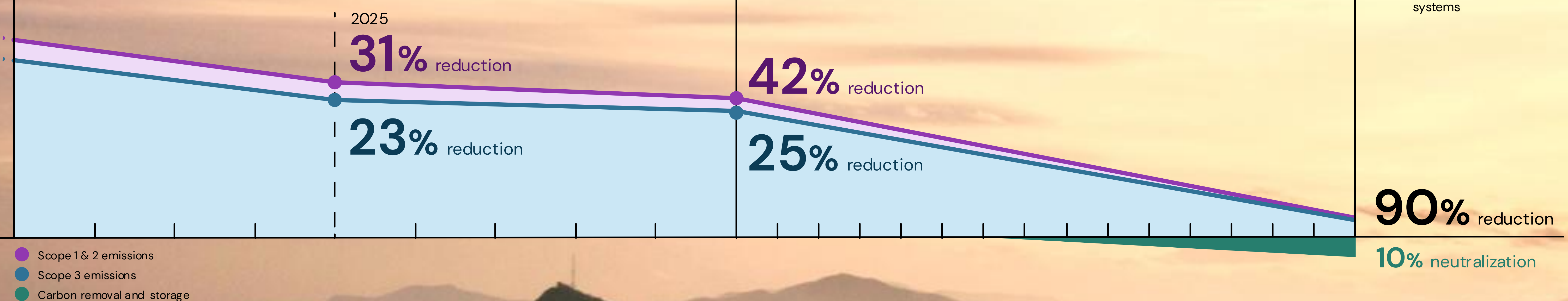
Delivering our commitment

We will achieve

net zero

across our value chain by:

- Reducing our value chain emissions by 90%
- Neutralizing the remainder via high-quality carbon removal and storage systems



Resilience Analysis

Scope of the resilience analysis

Managing the impact of climate change is integral to how we operate. In 2025, we performed an updated mapping of the processes we use to address material impacts, risks, and opportunities. While the mapping showed that we have a strong capacity to address our impacts, risks, and opportunities, nevertheless we identified areas to further strengthen and ensure business resilience.

A key aspect of managing our impacts, risks, and opportunities lies in our approach to assessing climate impacts and resilience analysis, which consists of two main components:

- Conducting physical climate risk assessments is essential to safeguard our business from the impacts of climate change. Climate change poses direct threats across our operations and upstream supply chain. We identify physical risks, and mitigate these where necessary, to maintain continuity and resilience.
- Assessing and managing climate transition risks and opportunities are critical to ensure that we navigate impacts from a transition to a net-zero world. By addressing these risks and opportunities, we secure the competitiveness of the business and position ourselves for long-term growth.

These assessments feed into the overall Enterprise Risk Management (ERM) Framework, allowing the business to highlight where aspects of the strategy may be at risk and where risk mitigation efforts are required. Our approach includes both qualitative and quantitative assessments, considering a range of climate scenarios and time horizons. Our approach covers total dsm-firmenich.

These processes are comprehensive, and we have an overarching approach to ensure that the outcomes are digested, monitored, and have appropriate follow-up. These assessments are grounded in climate scenarios that provide structured views of potential future conditions. By applying multiple scenarios across different time horizons, we ensure that identified risks and opportunities reflect a range of plausible climate pathways, strengthening the resilience of our strategy.

Climate scenarios

We use climate scenarios to assess risks and opportunities for our business, over various time horizons, up to 2050. The scope is not limited to our own operations but includes the impact along the full value chain. These scenarios are based on the Intergovernmental Panel on Climate Change (IPCC) framework, which integrates global climate model projections with Shared Socioeconomic Pathways (SSPs), providing a comprehensive view of future climate risks based on a number of several differentiated and plausible futures:

- SSP1-2.6: Low emissions, aligned with Paris Agreement
- SSP2-4.5: Middle of the road
- SSP5-8.5: Fossil-fueled development, high emissions

We utilize IPCC scenarios because they are globally recognized, science-based, and ensure consistency and credibility across sectors. While other frameworks, such as the Network of Central Banks and Supervisors for Greening the Financial System (NGFS), are valuable for specific purposes such as financial sector stress testing, IPCC scenarios remain the most robust and widely adopted tools for evaluating long-term climate impacts on business strategy and value chains.

For transition to a net-zero world, we enrich the IPCC scenarios with forward-looking business context (e.g., regulations on land and/or water use, eco-footprint of products, shifts in consumption patterns) and insights from other sources, including International Energy Agency (IEA) scenarios, including 'Net Zero by 2050' limiting temperature increase to 1.5°C, and International Monetary Fund (IMF) scenarios. Additionally, for the transition scenarios, the 'Middle of the road' scenario also includes elements from SSP1, and the 'Fossil-fueled development, high emissions' scenario includes elements of SSP3.

Assessing climate risks and opportunities

Assessing climate risks in our business is a journey we began in 2020 and which continues today. As a complement to our efforts on climate change mitigation – reducing and stabilizing emissions to combat the root cause of climate change – we also assess the climate resilience of our assets and value chains.

We map the impact of physical climate change, upstream (suppliers, natural raw materials), within our operations, and downstream (end-market). The material risks identified through the physical and transition climate risk assessments are integrated and managed as part of our regular risk management processes.

Climate-related physical risks

For physical climate risk assessments, including climate change adaptation, we use desk studies for a high-level screening of physical hazards – for example, heatwaves, drought, flooding, precipitation, high winds, or wildfire (SSP2-4.5, SSP5-8.5). This gives us the major impact factors for our portfolio. We conduct on-site deep dives to obtain a more detailed understanding of actual risks for our assets. These consider the specifics of the site, using local "climate event site scenarios" over short-, medium-, and long-term time horizons.

To date, we have executed physical climate hazard screening for approximately 50% of our own manufacturing sites, prioritizing key sites. The screening identified heatwave, drought and extreme precipitation as the primary (future) hazards. Sites most potentially affected by heatwave and drought are in the US, France, the Netherlands, and Switzerland. Note that vulnerability was not a part of this climate hazard screening. We also completed an additional five on-site deep dives in 2025 to understand the future climate risks for our assets in greater detail. This brings our total of on-site deep dives to 18. We are using the results to improve business continuity planning as well as our water stewardship approach. More information is available in the Water and marine resources section.

We have also executed high-level screenings to assess impacts of physical climate hazards on our main supplier locations. To date, we have screened our key suppliers and identified heatwave, drought, and extreme precipitation as the primary (future) hazards. The supplier locations most potentially affected by heatwave and drought are in the US, China, Germany, France, and the Netherlands. The conclusions of the study were reviewed with the procurement team and serve as a basis for climate resilience discussions with our suppliers.

Climate-related transition risks

For climate transition risk assessments, we organize separate sessions, with input from experts and senior management, to assess risks and opportunities related to our transition to a net-zero economy (in areas such as policy and legal, technology, market and reputation). These risks and opportunities are assessed for each scenario over short-, medium-, and long-term time horizons.

In 2025, we executed new climate transition risk assessments for two of our Business Units. These assessments revealed both risks and opportunities by 2030, as well as some longer-term risks. Examples of potential risks from these assessments are GHG emission restrictions (of suppliers) and the impact of water regulations in the value chain. An example of potential opportunities uncovered by the assessments includes incentives to our customers to reduce their carbon footprint. The assessments are used as a basis for risk and incident reporting and for follow-up activities executed by the business.

The way forward

Building on the solid foundation we have established, we will continue to embed climate resilience into our strategic decisions and the way we operate. Our ability to adapt our strategy and business model to the realities of climate change is central to this approach. We have shown this by prioritizing decarbonization, investing in energy efficiency, and accelerating the transition to net zero. We have set science-based targets for GHG emission reduction, conduct regular climate risk assessments, and are implementing the CTAP, aligned with the Paris Agreement.
Each of our Business Units offers products or services that can help reduce the carbon footprint of our customers and downstream partners. More information can be found in Avoided emissions. Additionally, our Science & Research teams have ensured a strong pipeline to meet the ever increasing demand for these products and services.

We nevertheless realize that we cannot achieve climate resilience in a silo, and that macroeconomic conditions, technology availability, and other external factors impact our ability to deliver. To address these risks and realize opportunities, we engage in advocacy and industry collaboration to help shape external conditions necessary for achieving our climate ambitions.

Impact, risk, and opportunity management

Actions and resources

Our actions, as detailed in our CTAP and displayed in the net-zero roadmap above, are unpinned by a broader commitment to deploying the resources and capital to the identification and implementation of projects to reduce our emissions across the full value chain. Our actions are organized across 5 key decarbonization levers, including some 20 sub-levers, covering our own operations and value chains.

Reducing our operational emissions – Scope 1 & 2

To deliver on our Scope 1 & 2 target of reducing absolute emissions by 42% from a 2021 baseline, we have developed a rigorous and continuous process of identifying and implementing new initiatives to lower our own emissions. This has been very successful over the past few years. It builds on two parallel activities:

- The identification of site improvement opportunities (e.g., site deep dives and energy scans)
- Reviewing the deployment of sustainable technologies (e.g., energy dashboarding and monitoring, and heat pumps)

These activities culminate twice a year in a detailed, bottom-up Scope 1 & 2 GHG roadmap. This is organized by site, by Business Unit, and at Group level, and evaluates the gaps and resources necessary to close those gaps. Implementation is reviewed throughout the year and built into the annual financial planning and CapEx allocation cycle. Our roadmap toward our Scope 1 & 2 target consists of two levers, expected to contribute in similar proportion:

- Reducing our energy consumption through energy efficiency measures
- Transitioning toward renewable energy over time, with an initial focus on increasing the amount of purchased renewable electricity

The implementation of roadmap projects that reduce GHG emissions is supported by a yearly ring-fenced CapEx budget. Based on our 2030 Scope 1 & 2 GHG roadmap, we estimate an average investment of €10–25 million per year for the period 2025–2030 to achieve our ambition. Investments are selected in such a way as to also bring about reductions in OpEx, and a review process aims at minimizing the investments while maximizing cost savings together with GHG savings.

1 - Toward more energy efficient sites

A key lever of our Scope 1 & 2 GHG reduction roadmap involves reducing our operational energy consumption by being more efficient. Various solutions and technologies are being implemented to support this transition. These are described in the accompanying table.

A team of experts works with our production sites to identify opportunities to implement these technologies. This collaboration and the development of site roadmaps, combined with the transition to renewable energy, forms the basis of our Scope 1 & 2 GHG roadmap. The implementation of this multi-year project portfolio is projected to deliver average annual reductions of 20 to 30 kt CO_2e. In our 2025 results, the GHG reduction contribution from this program is linked mainly to the roughly 30

Scope 1 & 2 reduction lever	Sub-levers	Example solutions and technologies
Energy efficiency	Operation optimization and transparency	• Reduce leakages • Energy dashboards
	Basics in place	• Insulation • Condensate recovery
	State of the art equipment	• Energy-efficient chillers • Motors • Compressors • Boilers
	Process optimization	• Membranes • Fermentation optimisation
Renewable energy	Smart electrification	• Heat pumps • Mechanical vapory recompression
	Purchased renewable electricity, heat and fuel	• Purchased renewable electricity • Biomass • Biogas • Steam made of renewable sources
	Self-generated renewable electricity, heat and fuel	• Solar PV • Biogas generated from waste streams

projects implemented in 2024 or early 2025 across the world, representing an investment of approximately €10 million in 2024. These include:

- Upgraded boilers in Kingstree (South Carolina, USA), saving ~3.5ktCO_2e
- The roll-out of our digital program with, for example, a new energy dashboard in Leon (Spain), saving ~0.3ktCO_2e
- Steam trap monitoring completion in Grenzach (Germany), saving ~1.5ktCO_2e
- The heat recovery project in Brotas (Brazil), saving 0.5ktCO_2e

In 2025, we continued to invest in the energy efficiency of our operations, implementing a comparable number of projects and a comparable level of investment. We completed:

- The installation of new chillers to reduce refrigerant leakages in Zhangjiagang (Jiangsu province, China) and Sydney (Australia), expected to save ~5ktCO_2e
- The installation of heat pumps in Minhang (Shanghai, China) and Xinghuo (Shanghai, China), saving ~2ktCO_2e
- A steam network upgrade in Port Newark (New Jersey, USA), saving ~2ktCO_2e

Energy efficiency improvements arise from the development and implementation of multi-year project plans that are continuously improved to generate maximum savings per investment, thereby supporting business resilience. Energy efficiency projects may be wide-ranging in nature. They include the optimization of processes, ensuring that basics (such as insulation or heat recovery) are in place, the implementation of best-available techniques in support of innovation, and the implementation of digital solutions.

2 – Renewable energy

In 2025, we reached a major milestone in our climate journey, with 100% of our purchased electricity, representing 125 GWh, now coming from renewable sources. Our commitment as a member of RE100 (the Climate Group's initiative comprising leading companies that have committed to obtaining 100% electricity from renewable sources as early as possible and via credible claims) has been reached as per plan.

In accordance with strict RE100 technical criteria, this achievement was reached by switching to renewable electricity via long-term power purchase agreements (PPAs), local retail contracts and, where not possible, local unbundled Energy Attribute Certificates (EACs).

This is the result of hard work over many years to build robust contracts with multiple partners, for instance:

- For North America: Several long-term virtual power purchase agreements (VPPAs), with one wind park and one solar park in operation since 2024, and another solar park expected to be in operation in 2026
- For Europe: Long-term wind and solar VPPAs/PPAs in Spain and the Netherlands, hydro-blocks in Switzerland and several local retail contracts
- For China: Several long-term contracts in Shanghai, Jiangsu, Jilin and Inner Mongolia provinces completed, with short-term contracts in other provinces

The main improvement in 2025 – beyond maintaining the already achieved renewable electricity volumes – has been in developing renewable electricity contracts to supply Yantai

(Shandong province, China) and Yimante (Hubei province, China) with renewable electricity and unbundled EACs.

In addition to renewable electricity, we are also active in developing further renewable fuel and heat solutions for our operations. Besides sites that continue to use renewable or low-carbon sources for steam and heat, such as plants in Switzerland, France, China, India and Brazil, a major milestone was reached for our pectin production site in Yantai (Shandong province, China) where at the end of 2025 the steam supply was switched to biomass partially based on our production waste streams, increasing our share of renewable energy and significantly reducing our Scope 1 & 2 GHG emissions.

We are working to further develop options to turn fuel and heat into renewable sourcing through electrification (such as through heat pumps or mechanical vapor recompression projects), optimizations in the use of waste streams, and, in collaboration with external providers, the development of energy transition plans.

Reducing our value chain emissions – Scope 3

Scope 3 emissions, our indirect value-chain emissions, constitute over 90% of our total GHG emissions, making value-chain decarbonization a strategic priority.

We implement internationally recognized standards to guide our Scope 3 decarbonization agenda. Emissions are calculated according to the GHG Protocol's Corporate Value-chain Accounting Standard, and we adhere to SBTi criteria for target-setting and progress tracking. This provides consistency and credibility in how we measure and address Scope 3 emissions and claim reductions.

To enhance the accuracy and transparency of our Scope 3 emissions reporting, we have continued investing in 2025 in advanced digital solutions that integrate data from procurement, logistics, and product systems into a unified platform. This approach enables controlled data collection, consistent application of emission factors, and clear tracking of assumptions and data quality. We also digitalized the collection of primary emissions data. Primary data is more accurate and reliable because it is supplier- and activity-specific, current, and based on actual value-chain data, leading to emission estimates with significantly lower uncertainty than secondary data. Primary data undergoes a thorough LCA review before it is incorporated into our corporate footprint.

Digitalization allows us to progressively increase the use of primary, supplier-specific data, improve traceability for assurance, and model scenarios to guide business decisions. By building stronger reporting capabilities, we not only improve transparency but also create a practical lever for driving real-world emissions reductions.

In 2025, we made considerable progress in building our Scope 3 reduction delivery routes to complement the extensive work on developing our Scope 3 reporting capability. Through a collaborative process between our Business Units and Business Partners (including Procurement, Science and Research, Group Sustainability) each Business Unit developed a bottom-up Scope 3 decarbonization roadmap. This is then consolidated into a Group-level plan to be included in the CTAP and to determine progress toward our Group SBTi target. The roadmap allows us to prioritize our Scope 3 projects, evaluate the gaps, and secure resources to close gaps.

Our roadmap toward our Scope 3 target consists of three broad levers, as shown in the accompanying table.

Purchased ingredients

A significant portion of our Scope 3 emissions comes from our raw materials, our ingredients, and the intermediates we purchase from our suppliers. To address these emissions, a team of cross-functional experts identified and assessed cost-effectiveness and feasibility in order to prioritize initiatives.

To achieve the required emissions reductions across purchased ingredients, but also our broader upstream value chains, we accelerated the rollout of our Join Forces supplier engagement for Climate in 2025. For more information, see Engaging with our supply chain in General information.

In 2025, we:

- Accelerated engagement with high-emitting and high-spend suppliers to set their own Science-Based Targets (SBTs)
- Expanded primary data collection
- Advanced decarbonization plans for top emitters, as referenced above, enhancing our actions to assess cost and feasibility to build business cases and prioritize initiatives
- Upskilled suppliers by offering capability-building training on SBTs and product carbon footprint calculation, delivered in partnership with the World Business Council for Sustainable Development (WBCSD)
- Integrated climate action into our policies and standards, and our procurement managers were evaluated against climate objectives to ensure the integration of climate considerations into suppliers' allocation decision-making and relationship management. We also launched a large-scale procurement community climate upskilling program, training procurement managers on climate urgency, emissions measurement, and reduction strategies

Finally, as we believe there is no impact at scale without collaboration, in 2025 we accelerated our collaboration with key external organizations – including WBCSD's Partnership for Carbon Transparency (PACT) framework and Together for Sustainability (TfS) - working with industry stakeholders to drive collective action on Scope 3 reductions. This cooperation supports alignment across value chains and enhances the effectiveness of our supplier decarbonization efforts.

Operations and innovation

Across our operations, we innovate and enhance efficiency by streamlining production processes to maximize yield, minimize waste, and ultimately reduce raw material consumption.

Internal fuel- and energy-related activities (Scope 3.3) and waste generated in operations (Scope 3.5) are also included in our Scope 3 targets. Operational efficiency improvements can also result in a reduction in fuel- and energy-related emissions. These follow roadmaps developed and steered by our operations teams with a view to increasing overall site energy efficiency, as described earlier in this chapter.

Scope 3 reduction lever	Sub-levers	Details
Purchased ingredients	Sourcing of low-carbon raw materials or ingredients	Sourcing low-carbon materials from alternative suppliers or stream of supply (e.g., waste)
	Efficiency improvement	Efficiency improvements with suppliers (e.g., raw material and energy)
	Renewables and electrification	Renewable sources of energy for electricity and/or heat at suppliers
	Regenerative agriculture	Regenerative agriculture (e.g., no tillage, green fertilizer, etc.) practices at suppliers
	Deforestation-free	Sourcing agricultural ingredients from verified deforestation-free areas.
	Biotechnology	Using biotech routes (e.g., fermentation, enzymes) to produce ingredients with lower energy use and footprint
Operation and innovation	Process optimization	Optimization of production or supply chain process (e.g., better yield, energy reduction, route optimization in logistics)
	Waste reduction	Reducing waste and implementation of improved waste management practices
	Low-carbon design for products and process	New low-carbon material and production technologies
Eco-steering	Portfolio management	Strategic steering of product and portfolio mix
	Eco switches	Improved product composition and reformulating ingredients to lower their carbon intensity

Our supply chain team is also working on our network redesign, which will enhance our emissions reduction efforts in transportation and distribution emissions (Scope 3.4) by improving consolidation and route optimization, in addition to primary benefits in the transportation network.

Eco-steering

Eco-steering or eco-design refers to the redesign of products and reformulation of ingredients to lower their carbon intensity, for example, by leveraging biotech routes or incorporating recycled content where feasible. This lever also includes strategically steering our product portfolio toward lower-carbon alternatives. Expanding the use of eco-steering and eco-design presents a significant opportunity to accelerate emissions reduction by scaling lower-carbon product innovations and shifting our portfolio mix toward more sustainable solutions.

Scope 3 mitigation projects in 2025

Across these three levers, there were many projects in 2025 that helped deliver against our Scope 3 target. Some examples of these are:

- In our natural mint supply chain, we were able to reduce emissions through the introduction of sustainable practices such as switching from synthetic to organic fertilizers, replacing diesel irrigation pumps with electric systems, and, most impactfully, transitioning from coal to biomass for heat distillation
- Through our continued efforts to build on the transparency and quality of our collected primary data, we were able to capture the decarbonization efforts and achievements of key suppliers for products such as niacinamide and niacin
- In our upstream transportation and distribution category, we saw a reduction which was largely driven by the intentional reduction in airfreight volumes, complemented by ongoing optimization efforts in consolidation and route planning
- Further projects will be implemented in 2026 once the relevant data has been analyzed

Innovations toward net zero

In 2025 we launched an internal call for proposals under our newly implemented Big Sustainability Bets program. This program invites bold, disruptive ideas to reduce GHG, far beyond incremental change. This initiative ignited our scientific community, demonstrating the power of collaboration and innovation by bringing together diverse teams across science, research and innovation to tackle some of the most pressing decarbonization challenges.

The outcome is a robust portfolio of transformative concepts – spanning breakthrough product designs and pioneering process innovations – that hold the potential to deliver significant impact on our journey to net zero. Beyond the proposals themselves, which in our first round surfaced over 20 new projects, this effort has strengthened connections, fostered knowledge exchange, and reaffirmed our collective commitment to driving meaningful change for People and Planet.

Avoided emissions

We also give increased attention to identifying, developing and strengthening the products that can create impact through avoided emissions. These are emissions that are not part of our own Scope 1, 2 or 3, but which can be reduced due to our unique product performance. The way in which avoided emissions are realized varies based on the unique challenges facing our end markets and how our products are applied to help solve them.

We use Life Cycle Assessment (LCA) studies to quantify and substantiate the benefits of avoided emissions enabled by our products when sufficient reliable data is available. Through LCA, we calculate the measurable GHG emissions reductions of our solutions in the downstream value chain. The reductions are demonstrably attributable to the solution and compared to a reference scenario with the mainstream solution currently available. The reference should always have comparable functionality to the products we are modelling. The LCA's are performed according to ISO 14040/14044 methodology and the dsm-firmenich LCA Policy and validated by internal or external experts as required.

In 2025, WBCSD issued their updated Guidance on Avoided Emissions – Helping business drive innovations and scale solutions toward net zero. This updated version "*…is a pivotal step towards integrating avoided emissions and intervention-based impact accounting into globally recognized carbon accounting standards. It now includes refined definitions and more detailed methodologies in key areas such as data quality, impact monitoring, and reporting – offering enhanced practical guidance for both businesses and investors*" (WBCSD, 2025).

To test this guidance, and how it could be applied to a broader range of dsm-firmenich products in the future, in 2025 we piloted the new guidance. The pilot showed that the new guidance can be used to address the challenges of calculating avoided emissions in a rigorous and harmonized way, with our intention to secure third-party validation in 2026. Although we intend to mature our calculation methodology and disclosure of avoided emissions through this pilot, it is not yet finalized and therefore any disclosure of avoided emissions in this Report is based on calculations made by the respective product teams. We provide a varied set of examples each year to illustrate the potential impact across different businesses. As our methodology matures — including external validation of selected cases — we will refine and expand our disclosures, while keeping avoided emissions separate from our Scope 1–3 accounting.

Bovaer® continues to play a transformative role in reducing methane emissions across the agricultural value chain, with cumulative avoided emissions of more than 500 ktons of CO_2e by the end of 2025. By significantly reducing emissions, it provides a scalable, science-based solution to one of agriculture's most critical environmental challenges: climate change mitigation and advancing sustainable farming practices. In 2025, Bovaer® continued to make substantial progress in its global rollout, gaining regulatory approvals in key markets and reaching more farmers worldwide. Now present in 68 countries, it is bringing the vision of more sustainable dairy and beef farming closer to reality. In recognition of its impact, Bovaer® was endorsed in 2025 by the Food and Agriculture Organization (FAO) as an "outstanding demonstration of innovation in advancing sustainable livestock transformation," highlighting its measurable environmental performance and contribution to sustainable dairy and beef production.

Our long-established Purifine® family of enzymatic solutions is proven to help obtain greater yield from vegetable oils and biodiesel. The yield of the oil refining process as its eco-footprint can be improved by using enzymes to replace traditional treatments in the production process. Purifine® 3G, Purifine® LM and Purifine® PLA1 together helped our customers to reduce their GHG emissions by approximately 95 kt of CO_2e in 2025. This happens without any impact on the desired properties of the end-product.

We further support downstream efforts by sharing our carbon footprint through Environmental Product Declarations (EPDs), Imp'Act Card™, and Ecotools for our businesses. We explore new innovations, such as the low-carbon sweetener, EverSweet®, our low-carbon vitamin C, Quali®-C, and even the recycling of toluene at our site in La Plaine (Switzerland). Our dedication to sustainability extends into our product range, where we actively engage in the eco-design of fragrances and flavor solutions with low-carbon emissions, utilizing our digitally integrated tools EcoScent Compass® and EcoFood Compass®.

Metrics and targets

Our commitments

In October 2024, we received validation of our climate targets by the SBTi. SBTi is an independent and leading global authority that evaluates and validates companies' climate targets. The criteria are that these climate targets must be science-based and must align with the Paris Agreement (a global agreement that aims to limit global warming by 1.5°C). These near- and long-term science-based targets following the net-zero standard reconfirm our ambition of being a climate leader. With these new targets, we are committed to:

- Reach net-zero greenhouse gas emissions across the value chain by 2045
- Reduce absolute Scope 1 & 2 emissions by 42% by 2030 from a 2021 base year
- Increase active annual sourcing of renewable electricity from 76% in 2021 to 100% by 2025 and to continue active annual sourcing of 100% renewable electricity through 2030
- Reduce absolute Scope 3 GHG emissions by 25% by 2030 from a 2021 base year (from purchased goods and services, fuel- and energy-related activities, upstream transportation and distribution, and waste generated in operations)

As a key requirement of committing to being a net-zero company by 2045 across our full value chain, we aim for a minimum decarbonization reduction of 90% across all scopes versus a 2021 baseline. In setting a baseline for SBTs, it was necessary to balance the requirements set by the SBTi and select a year which best represented our business reality. 2021 was selected, as it was a year for which we had complete data available for our legacy companies, as well as being post-Covid and prior to the disruption in the vitamin market. Our decarbonization efforts focus on avoiding and mitigating GHG emissions. However, we will also look to neutralize any unavoidable residual emissions by means of carbon removals, using nature-based or other industrial-based solutions.

Additionally, to enable the delivery of our 25% Scope 3 GHG emissions reduction, internal leading indicators have been set. These include supplier spend with Science-Based Targets and suppliers with primary data coverage.

ANH represents a significant part of our current GHG inventory and a large part of the progress we have made against our current SBTs is due to reductions realized in ANH. The carve-out will therefore materially impact our overall reported GHG inventory as well as reduce the progress versus our 2021 baseline. This impact is currently being assessed and will be reported at a later stage.

Progress

In 2025 we continued to make good progress with regard to our climate targets. Our realizations in 2025, versus our 2021 baseline and the 2025 trajectory, are presented in the accompanying table.

In 2025, our Scope 1 & 2 market-based GHG emissions[RA] amounted to 722 kt CO_2e, of which 582 kt CO_2e related to Scope 1 emissions and 140 kt CO_2e related to Scope 2 emissions. These emission levels (excluding assets that were divested in 2024) represent a 31.4% reduction versus our 2021 baseline.
Our absolute Scope 3 reduction corresponds to a 23.2% reduction against the 2021 baseline, which was driven by procured volume reduction guided by focused product steering. The primary driver of the year-on-year reduction is in Scope 3.1 (purchased goods and services), with purchased volumes 13% lower compared to the 2021 baseline. Purchased volumes for direct raw materials were similar to 2024, which is the largest driver of emissions.

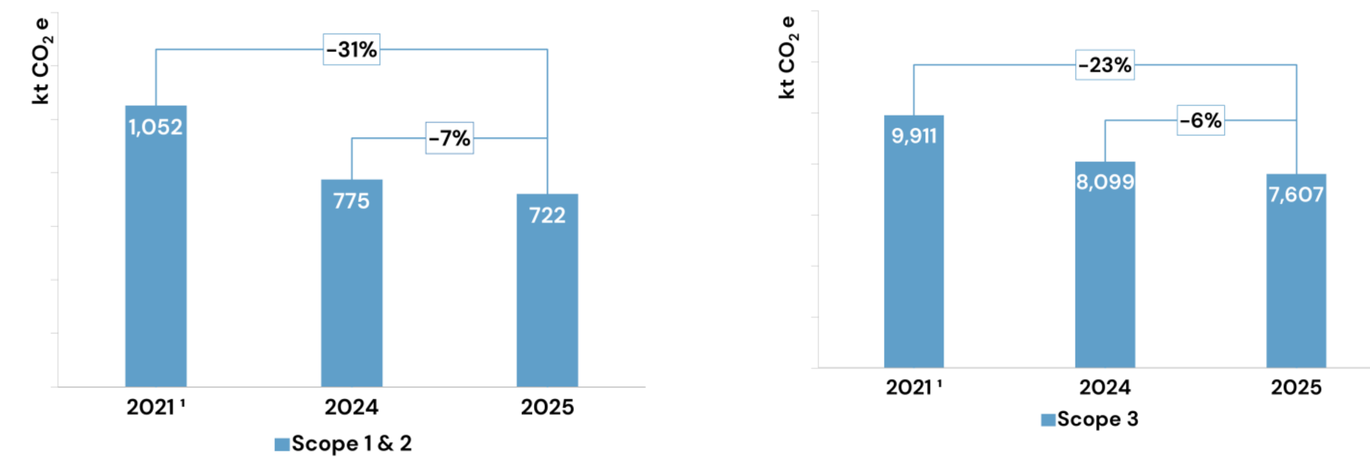
In our upstream supply chain, our Procurement team increased the share of spend covered by SBT-verified suppliers by more than 7% year-on-year, reaching 36.2% of total spend, or the equivalent of 26% of Scope 3.1 emissions. In addition, using SiGreen, an industry-recognized data and decarbonization platform, we improved the collection of primary data from our most mature suppliers. As a result, 16% of our emissions are now supported by primary data (up from 13% at the beginning of 2025).

Removals and carbon credits

We do not currently implement significant GHG removals or mitigation projects or finance climate change mitigation activities through carbon credits. However, to progress our Nature agenda, we engage in beyond-value-chain mitigation projects with the Livelihoods Funds.

These generate a limited amount of carbon credits each year. No carbon credits generated were retired in 2025. See Biodiversity and ecosystems for more information.

SBT Scope	Baseline	Target	Trajectory 2025	Reduction to 2025	2021 emissions SBT (ktCO_2e)	2025 Emissions SBT (ktCO_2e) [RA]
Scope 1 & 2	2021	2030	-18.7%	-31.4%	1,052	722
Scope 3	2021	2030	-11.1%	-23.2%	10,723	8,225



1 The 2021 baseline is recalculated annually, in line with the Greenhouse gas protocol.

2025 SBT inventory performance versus previous year and the 2021 baseline

Internal carbon pricing

Our Internal Carbon Pricing (ICP) is a key tool for addressing climate-related risks by assigning a financial value to our emissions. This helps us make informed decisions to reduce our carbon footprint, protect ecosystems in our.value chain, and meet expectations from investors, customers, and regulators.

In 2025, to be more proactive in our actions and decision-making processes, we reimplemented and reinforced our ICP processes as a critical element of our business case assessments. This will allow us to:

- Clearly evaluate the impact of carbon emissions
- Make informed investment decisions that align with our sustainability commitments

Our framework currently focuses on Scope 1 & 2 emissions.

The current carbon price is set at €100 per metric ton of CO_2, driven by both economic and environmental considerations. The carbon price has been set by looking to recommendations from the High-Level Commission on Carbon Prices and trading ranges of the European Trading Scheme (ETS) as well as benchmarks from other companies that have implemented a carbon price. The price will be reevaluated on a periodic basis to ensure that it remains aligned with market developments, regulatory changes, and emerging best practice.

The scope of the ICP covers large CapEx processes (within manufacturing, commercial, and real estate and workplace) coordinated through the Group Investment Committee (GIC). Additionally, projects within the company should, at minimum, not increase GHG emissions (among other things, by assessing best available techniques with respect to energy consumption / GHG footprint minimization). In the event this is not (economically) feasible, the absolute emissions growth should be compensated by measures in the same Business Unit (within a three-year timeframe).

Energy

Energy consumption

	2025		2024	
	TJ	MWh	TJ	MWh
Total (net) primary energy consumption	16,740	4,660,300	16,840	4,704,700
Total fuel consumption	**9,500**	**2,641,000**	**10,000**	**2,780,000**
- Fossil sources	9,100	2,529,800	9,600	2,668,800
- Coal and coal products	0	0	0	0
- Crude oil and petroleum products	100	27,800	200	55,600
- Natural gas	8,000	2,224,000	8,300	2,307,400
- Other fossil sources	1,000	278,000	1,100	305,800
- Renewable sources including biomass	400	111,200	400	111,200
Total electricity purchased	**4,500**	**1,256,000**	**4,300**	**1,205,900**
- Purchased or acquired electricity from fossil sources	0	0	200	61,200
- Purchased or acquired electricity from renewable sources	4,500	1,256,000	4,100	1,144,700
Self-generated non-fuel renewable energy with ownership [1]	**40**	**11,300**	**40**	**11,300**
Total purchased heat	**3,400**	**945,200**	**3,400**	**945,200**
- Purchased or acquired heat, from fossil sources	2,000	556,000	2,100	583,800
- Purchased or acquired heat from renewable source	1,400	389,200	1,300	361,400
Total energy exported	**700**	**193,200**	**900**	**237,700**
- Non-renewable + renewable electricity, exported	400	109,800	600	154,300
- Total heat exported	300	83,400	300	83,400

[1] The 2024 figure (2024: 20) was restated due to updates at multiple sites

Energy intensity

	2025	2024	year-on-year change
(MWh / million euros)			
Energy intensity per net revenue [1]	**374.4**	**367.6**	**1.8%**

[1] dsm-firmenich's activities are associated with NACE Section C – Manufacturing, which is listed as a high climate impact sector. Total net revenue (Net sales 2025 and 2024) is reported in the Consolidated Financial Statements.

Greenhouse gas emissions

Our Scope 1 & 2 emissions arise primarily in our manufacturing sites, pre-mix sites, distribution centers, offices, labs and research sites due to activities such as the combustion of fuel (e.g., for process heating) and the purchase of heat. Scope 1 & 2 represents less than 10% of our footprint, and significant effort has gone into reducing our consumption of non-renewable energy and transitioning toward renewable energy sources.

Scope 3 emissions, which account for most of our Group GHG footprint, are the result of the emission footprint of our upstream supply chain producing the goods and services we require to manufacture our products. Other sources include in- and out-bound logistics, operational waste, and the emissions that are downstream in the use of our products.

Almost all the 15 Scope 3 categories are used in the calculation of our GHG inventory, in accordance with the GHG protocol. Category 13: Downstream leased assets and Category 14: Franchises are deemed immaterial, and consequently not reported, based on the Guidance for Accounting & Reporting Corporate Emissions in the Chemical Sector Value Chain for Scope 3 reporting, as published by the WBCSD. The following four emissions categories are relevant to the near-term SBTi targets:

- Category 1: Purchased goods and services
- Category 3: Fuel and energy-related activities
- Category 4: Upstream transportation and distribution
- Category 5: Waste generated in operations

Greenhouse gas emissions Scope 1, 2 and 3

	Base year (2021)	2024	2025	year-on-year change	2030	2045	Annual % target / Base year
(x 1,000 tonnes)							
Scope 1 & 2 CO2e emissions (market-based) [1]	1,051.8	**775.4**	**721.7**	**-6.9%**	**610.0**		**-4.7%**
Total Scope 1 CO_2e emissions [RA]							
– Gross Scope 1 CO2e emission [1]		605.7	581.7	-4.0%			
– Emissions from regulated emissions trading schemes [2]		268.0	245.0				
Total Scope 2 CO_2e emissions [RA]							
– Market-based [1]		169.7	140.0	-17.5%			
– Location-based		476.9	464.3	-2.6%			
Total biogenic CO_2 emissions from combustion of biofuels		**34.4**	**33.0**				
Scope 3 CO2e emissions [3] [RA]		**10,649.5**	**10,280.1**	**-3.5%**			
SBT Scope 3 emissions [4]	**9,910.8**	**8,098.6**	**7,607.1**	**-6.1%**	**7,433.1**		**-2.8%**
– 1 Purchased goods and services		8,242.2	7,728.5	-6.2%			
– 3 Fuels		201.5	197.8	-1.8%			
– 4 Transport & Distribution		244.7	237.7	-2.9%			
– 5 Waste treatment		69.6	61.4	-11.8%			
Other categories		**1,891.5**	**2,054.7**	**8.6%**			
– 2 Capital goods		289.2	376.1	30.0%			
– 6 Business travel [5]		18.2	16.5	-9.3%			
– 7 Employee commuting		38.4	38.9	1.3%			
– 8 Leased assets		21.2	21.0	-0.9%			
– 9 Transport & Distribution		101.2	154.4	52.6%			
– 10 Processing of sold products		268.2	304.0	13.3%			
– 11 Use of sold products [5]		–	–				
– 12 End-of-life treatment		877.0	912.3	4.0%			
– 15 Investments		278.1	231.5	-16.8%			
Total CO_2e emissions							
– Market-based [1]		11,424.9	11,001.8	-3.7%		-90%	
– Location-based		11,732.1	11,326.1	-3.5%			

1 2024 Gross Scope 1 emissions (2024: 594.4) and Scope 2 market-based (2024: 183.7) were restated due to corrections at multiple sites. Total Scope 1 & 2 (2024: 777.2) and Total market-based (2024: 11,934.2) have been recalculated.
2 42.1% of Scope 1 emissions comes from sites with direct obligations in Emission Trading Systems (EU ETS, UK ETS, Swiss ETS, Shanghai ETS)
3 2024 emissions for Scope 3 (2024: 11,156.1) have been recalculated due to methodology improvements. 2024 emissions for Scope 3 Category 12 (2024: 1,149.8) have been recalculated due to a correction in the emission factors.
16% of Scope 3 emissions (Category 1) were calculated using primary data from suppliers
4 SBT Scope 3 emissions consists of 92% Category 1 and all of Category 3,4 and 5
5 In line with applicable guidance, hotel emissions (Category 6 Business travel) amounting to 5,400 tonnes and metabolic emissions (Category 11) amounting to 777,800 tonnes are optional and reported outside the above table.

Total greenhouse gas intensity

(1,000 tonnes / million euros)	2025	2024	year-on-year change
GHG intensity (market-based) [1]	0.88	0.89	-1.1%
GHG intensity (location-based)	0.90	0.92	-2.2%

1 2024 GHG intensity (market-based) (2024: 0.93) has been recalculated based on the restated greenhouse gas emissions

Pollution

In 2024, dsm-firmenich reported for the first time on Substances of Concern and Substances of very High Concern, as defined in Commission Delegated Regulation (EU) 2023/2772 of July 31, 2023.

dsm-firmenich has substances that qualify as a Substance of Concern while they are essential or beneficial for human or animal life. Our focus therefore is on safe production and use, as always. The topic is managed through our policy, requirements, and actions.

Impact, risk, and opportunity management

The 2024 results were discussed with the Business Units and a peer study was performed. The outcome of this process was that additional transparency was needed on our approach and position on Substances of Concern and Substances of very High Concern.

For Substances of very High Concern, EU regulations set the direction. Besides this, customers drive the phase-out as they require products, especially in the EU, without specific hazard classes of Substance of very High Concern or Substances of Concern. The replacement of these substances in our existing products is not an easy or straightforward process. It takes time to find the right substitute that still meets all the product specifications, and to follow up on all the implications a change of substance may have on the product and its application. The substitute found for one application may not be the right candidate for another. Substitution can be a complex process of trial and error.

Furthermore, given the broad set of qualifying criteria for Substances of Concern, replacement may be difficult, as a substitute may still qualify as a Substance of Concern, albeit classified under another hazard criteria.

Actions and resources

In 2025, the preparation for the migration of product data in one of our main product data platforms started. This migration is considered critical for the preparation of the ANH carve-out and an important step in our journey toward an integrated and sustainable product data platform. The project is running according to plan, and go-live is expected in early 2026.

Our Product Stewardship team supports the business globally and is heavily involved in this project. In 2025, it went through a major transition due to, among other things, the preparation for the carve-out of our ANH business. Business support continued, including the classification and labelling of substances and products according to the Globally Harmonized System for Classification and Labeling (GHS), and Dangerous Goods (DG) requirements. The classification enables us to generate required documentation such as the Safety Datasheets, product labels, and transportation documents.

Customers were served with tailored information upon request, besides having access to safety data sheets for all our products.

We strive to limit new Substances of Concern or Substances of very High Concern via our innovations by applying a stage-keeping approach, our 5D process.

Metrics and targets

For our existing portfolio, we aim to develop substance-specific targets in 2026, considering the dynamics in the listings used for qualifications as Substance of Concern or Substance of very High Concern, our product portfolio, and our belief in a risk-based approach as mentioned in our SHE policy.

Our focus will be on Substances of very High Concern, substances that are intended to be ultimately banned in EU, and we will aim to voluntarily reduce them across the globe.

We actively monitor and manage the impact of Substances of Concern that are currently used in our portfolio. In 2025, we continued to develop our reporting approach, including fully documenting our reporting methodology.

We only report on products. Given the type of business we are, the quantity of Substances of Concern and Substances of very High Concern in raw materials and intermediates is assumed to be consistent with the volume in our finished products.

In 2025, 127 kilotonnes of Substances of Concern, including Substances of very High Concern, were present in our finished products. The differences between 2024 and 2025 are due to a variety of factors including:

- The inclusion of new sales data
- Sales dynamics
- Listed substances present in our portfolio

Substances of Concern and Substances of very High Concern

	2025 [2]	2024 [3]
(tonnes)		
Substances of Concern [1]		
Carcinogenicity categories 1 and 2	254	423
Germ cell mutagenicity categories 1 and 2	186	176
Reproductive toxicity categories 1 and 2	1,531	1,430
Endocrine disruption for human health	n.a. [4]	n.a. [4]
Endocrine disruption for environment	n.a. [4]	n.a. [4]
Persistent, Mobile and Toxic or Very Persistent, Very Mobile properties	n.a. [4]	n.a. [4]
Persistent, Bio-accumulative and Toxic or Very Persistent, Very Bio-accumulative properties	n.a. [4]	n.a. [4]
Respiratory sensitization category 1	598	429
Skin sensitization category 1	21,608	24,664
Chronic hazard to the aquatic environment categories 1 to 4	49,426	35,425
Hazardous to the ozone layer	0	0
Specific target organ toxicity, repeated exposure categories 1 and 2	62,326	64,865
Specific target organ toxicity, single exposure categories 1 and 2	378	360
Substances of very High Concern	1,181	1,062

1. Some Substances of Concern are accounted for in multiple hazard classes if relevant. As such, the total does not equal the sum of individual rows.
2 Analysis 2025 based on ATP 21, SvHC list October 2025
3 Analysis 2024 based on ATP 19, SvHC list June 2024
4 As CLP Annex VI doesn't yet include classified substances for those new hazard classes

Water and marine resources

Water is crucial for human and community development, playing a vital role in business manufacturing processes and supporting raw material suppliers. Its importance cannot be overstated: access to clean water, sanitation, and hygiene is essential for the health of people and ecosystems, the sustainability of communities, and the growth of the economy.

Impact, risk, and opportunity management

In early 2025, we kicked off our nature development program as described in the Biodiversity and ecosystems section. The outcome of this program helped us to develop our approach to nature, as detailed in this section and the next, focusing on tackling key nature-related challenges across our business. To ensure that we followed a rigorous process consistent with ESRS, the assessment of our nature DIROs was performed in line with the LEAP approach of the Taskforce for Nature-Related Financial Disclosures (TNFD) and followed best practices from SBTN. A full overview of definitions, methodology, and findings is available in the Biodiversity and ecosystems section.

The DIROs are managed through our internal overarching DIRO management approach, which ensures that the DIROs are digested, monitored, and have appropriate follow-up at a minimum yearly frequency. This approach also ensures integration into our ERM Framework, allowing the business to highlight where aspects of the strategy may be at risk and where risk mitigation efforts are required. While the majority of our water withdrawal does not occur in areas with high water stress (4% of our total water withdrawal occurs in areas with high water stress, as illustrated further on in this section), a proportion of it may be impacted by water stress or have an impact on water stress. This can occur in two ways:

- Several of our operations processes rely on water: when such operations occur in water-scarce areas, this could impact freshwater availability
- Regulations on water withdrawal are generally becoming stricter, mainly in areas with water stress: permit levels may become more restrictive, which can lead to costly water efficiency upgrades

Our policies reflect how important responsible water use is in our production sites and supply chain, along with the importance of regularly assessing our water risks. They also highlight the importance of ensuring access to clean water, sanitation and hygiene (WASH) in our operations and in selected high water-risk communities in our value chain. Our policies do not currently specifically address water in the context of product design.

Our water stewardship approach

Within our own operations, our approach to reduce our impact and risk with respect to water relies on four main pillars:

- We evaluate and mitigate water-associated risks. This is supported by the implementation of water risk screening and water risk assessments
- We continuously improve the water efficiency of our operations, focusing first on our sites in water-stressed areas. This is driven by a company target to improve water efficiency by 10% between 2023 and 2030 for our sites in water-stressed areas
- We evaluate the impact of our projects on the environment, including water when material, consider the integral price of water in business case evaluation, and strive to maximize water re-use and recycling
- We follow WASH principles at our manufacturing sites

These principles were formalized in 2025 in our standard for sustainable operations and environment. Our overall commitment extends beyond our immediate operations. We regularly assess the future availability of water in high-risk catchments and evaluate the environmental and social risks associated with our water usage. By actively participating in initiatives and forming partnerships, we aim to drive significant progress in water stewardship, ensuring a sustainable future for all.

Actions and resources

To deliver on our water target, the same principles as for our Scope 1 & 2 GHG roadmap development are applied, including:

- We identify site improvement opportunities by performing site assessments with water experts
- We deploy sustainable technologies (e.g., dashboarding and monitoring)

The resulting roadmap is continuously improved to ensure that the best solutions are implemented, considering also the local water challenges. In 2025, water roadmaps were developed in several sites, such as Chifeng (Inner Mongolia, China), Seclin (France), and Port Newark (New Jersey, USA).

Various types of solutions will be implemented , including water efficiency measures such as leakage reduction, cooling tower optimizations and reverse osmosis optimization, but also, to a lesser extent, water recycling options (e.g., implementing more closed loop systems, wastewater effluent recovery).

In 2025, we implemented several projects around the world, delivering, for example, a significant improvement of the recovery rate of our reverse osmosis system in Chifeng (Inner Mongolia, China), and the improvement of steam distribution in Port Newark (New Jersey, USA) reducing steam and consequently water losses. The resources needed to achieve these water improvements are factored into our regular operational improvement program.

Metrics and targets

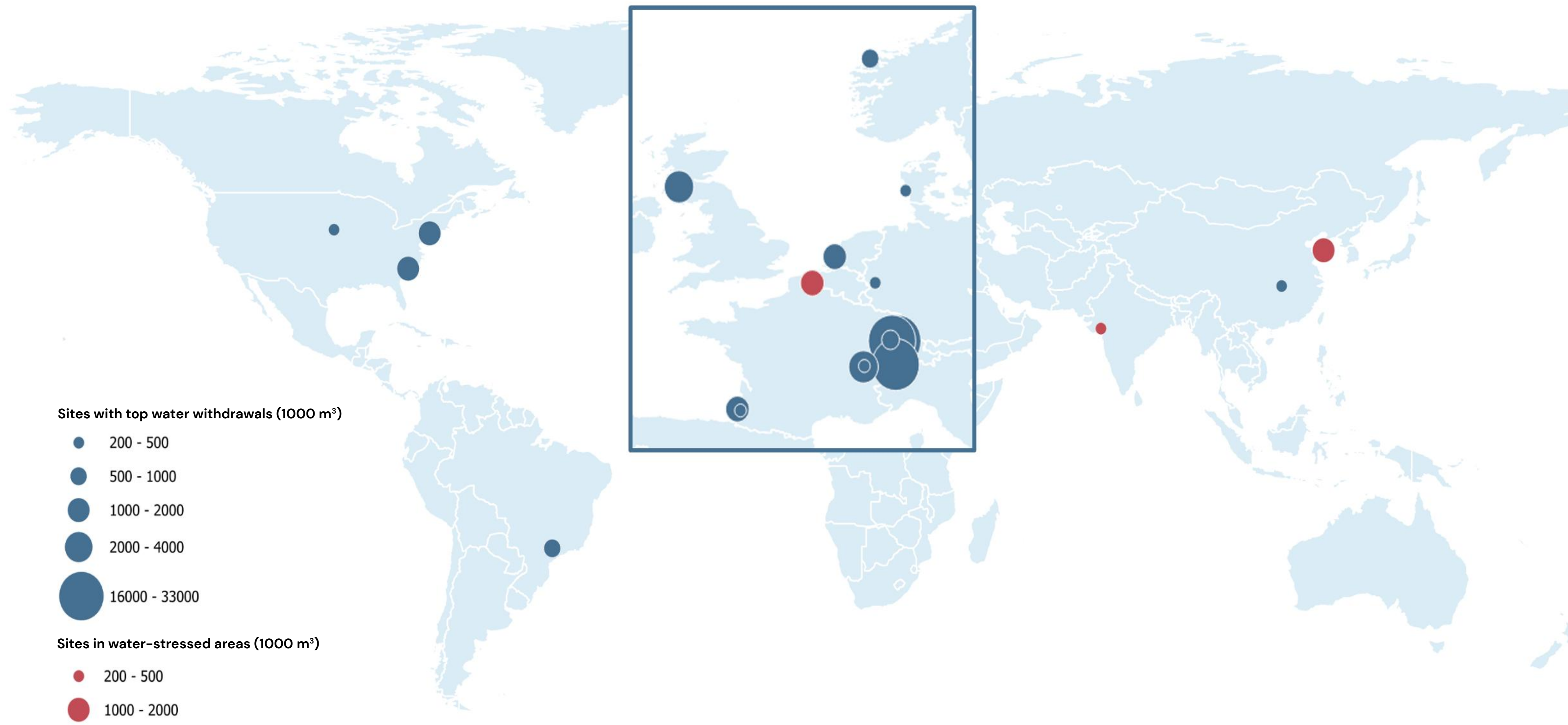
Our water target

At the end of 2024, a new company target was established: a 10% improvement in our water efficiency between 2023 and 2030 for manufacturing sites located in water-stressed areas.

This target was defined considering external developments around water stewardship, including:

- The importance of reducing water withdrawal and aligning with, among other things, the Science-Based Target Network (SBTN) framework development
- The importance of focusing on areas with the highest water stress, as defined by, for example, the World Resources Institute (WRI) and the World Wildlife Fund (WWF)

In 2025, we achieved an 11% water efficiency improvement compared to 2023 for sites in water-stressed areas, slightly above our 2030 target. This was due to the realization of water savings as described above, product intensification in a few sites, and product mix changes in one of our ANH facilities. After the carve-out, we expect water efficiency improvement to also be positive although below the target level, confirming the value of this target to keep driving company water improvements.



Sites representing 95% of total dsm-firmenich water withdrawal and in scope for water reduction activities

Water use

Water withdrawal, discharge and consumption

(x 1,000m³)	2025	2024
Total water withdrawal	100,350	103,600
- Fresh surface water (OTC)	77,000	80,700
- Fresh surface water (non-OTC)	5,500	5,500
- Fresh ground water	6,200	6,200
- Brackish water/sea water[1]	300	300
- Third party source	10,400	10,000
- From processing of raw materials[1]	250	230
- Material collected rain water[1]	700	670
Total water discharge	94,800	98,250
- to environment (OTC)	77,000	80,700
- to environment (non-OTC)	8,500	8,050
- to fresh surface water	7,000	6,500
- to brackish water/sea water[1]	1,200	1,190
- to ground water[1]	300	360
- to offsite treatment (3rd party destinations)	9,300	9,500
Water consumption[1]	5,400	5,300
- in water-stress areas[1]	1,260	1,380
Water consumption intensity[1,2]	0.43	0.41

[1] The 2024 figures were restated due to updates at multiple sites.
- 2024 withdrawal: brackish water/sea water: 0, processing of raw materials: 200, rain water: 600
- 2024 discharge: brackish water/sea water: 900, ground water: 200
- 2024 consumption: total: 5,400, consumption in water-stress areas: 1,150

2 Water consumption intensity is reported versus total net revenue, Total net revenue (2025 and 2024) is reported in the Consolidated Financial Statements.

Biodiversity and ecosystems

Nature provides critical ecosystem services such as water and biodiversity, essential for producing the ingredients we need today and tomorrow. Nature is also a permanent source of innovation, input, and inspiration for our scientific and creative thinking and plays a crucial role in tackling climate change.

However, biodiversity, or the variety of all living things on our planet, has been declining at an alarming rate in recent years, mainly due to human influences such as changes in land use, pollution, and anthropogenic climate change. Additionally, according to the United Nations (UN), the planet is facing an unprecedented water crisis, with global freshwater demand predicted to exceed supply by 40% by 2030.

Safeguarding nature is critical to the resilience of our business. We rely on nature for resources and ecosystem services in our own operations and our value chains, and conversely, we have an impact on nature through our own operations and our upstream and downstream value chains.

At dsm-firmenich, we help safeguard nature and biodiversity and conserve our planet's resources by tackling key nature-related challenges across innovation, operations, and priority supply chains and landscapes — working in close collaboration with our suppliers, customers, and partners. We have a long-standing relationship with the International Union for the Conservation of Nature (IUCN), an independent thought leader and advisor. IUCN has supported us in the development of our nature program. The Union for Ethical Biotrade (UEBT) has been our partner since 2013, supporting us in our work to regenerate nature and secure a better future for people through the ethical sourcing of ingredients. We are also a long-standing member of the Roundtable for Sustainable Palm Oil (RSPO). To ensure our work on nature is in line with the evolving landscape of nature-related roadmaps, frameworks and metrics, we closely follow the work of the Taskforce of Nature-related Financial Disclosures (TNFD) and the Science Based Targets Network (SBTN) as well as developments on the part of organizations such as the Nature Positive Initiative and the It's Now for Nature campaign by Business for Nature. In 2025, we were an active member of the WBCSD Nature Action Imperative, and we have been an endorser of the CEO Water Mandate since 2009.

Strategy

In early 2025, we kicked off a comprehensive nature development program supported by external experts to gain a better understanding of our nature dependencies, impacts, risks, and opportunities (DIROs) for the nature indicators of land use and land use change, water withdrawals, water pollution, soil pollution and biodiversity.

This program aligned closely with the key stakeholders from the Business Units, operations and procurement, It considered the

wide variety of different raw materials we source and the locations at which we manufacture to ensure we consider the local impact of nature. The outcome of this program helped us to identify the topics where we can deliver impact both for raw materials and for our operations, focusing on tackling key nature-related challenges across our business.

While nature impact through our own operations is under our direct sphere of influence, the products we offer to our customers and the raw materials we source provide a unique opportunity to extend our impact beyond our own operations, tackling nature-related challenges in our upstream value chain, resulting in added value for our customers. Additionally, working at landscape level would allow us to deliver impact at scale on both water and biodiversity beyond our operations and our value chains, ensuring long-term water availability, quality, and ecosystem health. Our approach to nature is outlined in the following paragraphs, and in the accompanying graphic.

- Our products: Our product stewardship ambition extends beyond regulatory requirements, transforming our ingredient portfolio to be better compatible with the natural degradation processes. This is reinforced by our biodegradability target
- Our own operations: We work to improve the water efficiency of our sites in high water-stressed areas. For all dsm-firmenich sites located in areas with a high water-pollution index, we work to improve our phosphorus and nitrogen efficiency. Both activities are reinforced by targets
- Our upstream value chain: Our responsible sourcing process reflects the importance of nature through supplier qualification and our due-diligence activities at source, which is reinforced by our responsibly sourced target for key natural ingredients
- At landscape level: The introduction of a broader landscape level ambition would allow us to deliver impact at scale on both water and biodiversity beyond our operations and our value chains, ensuring long-term water availability, quality, and ecosystem health. We therefore commit to start collective action projects in priority landscapes where we operate or source

Impact, risk, and opportunity management

To ensure that we followed a rigorous process consistent with ESRS, the assessment of our nature DIROs was performed in line with the LEAP approach of the Taskforce for Nature-Related Financial Disclosures (TNFD) and followed best practices from SBTN. The definitions, methodology and findings are presented in the accompanying table. The mapping of our disclosures to the TNFD recommendations can be found in the Appendix.

The DIROs are managed through an internal approach that ensures that DIROs are monitored, reviewed on at least a yearly frequency. This approach also ensures integration into our ERM Framework, allowing our businesses to highlight where aspects of the strategy may be at risk and where risk mitigation efforts are required.

DIRO assessment methodology and findings

Assessment area			
Dependencies: These measure how our activities rely on nature through ecosystem services (see infographic on ecosystem services).	**Impacts:** These measure how our current practices potentially contribute to the degradation of nature.	**Nature-related physical risks:** These arise when we have activities which are dependent on ecosystem services in locations where ecosystems services are degraded.	**Nature-related transition risks:** These arise when current business practices are not aligned with activities aimed at protecting, restoring, and/or reducing negative impacts on nature. **Opportunities:** These arise when there is alignment or an advantage.
Methodology			
We measured our dependencies on key ecosystem services by mapping which of our activities are dependent on which ecosystem services. We combined this with our activities (e.g., volume of a raw material sourced from a certain location) and the impact on nature through our activities (e.g., land use, water use).	We measured our impact on nature by evaluating our total pressures on nature, involving a combination of our activities themselves (e.g., volume of a raw material sourced from a certain location) and the impact on nature through our activities (e.g., land use, water use). We then combined this with the state of nature, which is the ecosystem sensitivity in locations where we operate or source raw materials using geospatial data developed by third parties. [1]	We assessed which of our activities are dependent on ecosystem services and overlaid this with the current and future state of ecosystem services for a location. Ecosystem services were evaluated for provisioning and regulating and maintenance services. Scenarios were used over various time horizons up to 2050, representing differentiated and plausible futures, based on the IPCC scenarios • SSP1-2.6: Paris Agreement aligned scenario used for consistency with the other risk assessments • SSP3-6.0: "worst-case" scenario for nature • SSP5-8.5: provides the greatest radiative forcing	We measured qualitatively considering our activities, locations and narratives on societal developments across a range of scenarios to a time-horizon of 2030. The scenarios used were • SSP1-2.6: Paris-Agreement-aligned scenario, represents the "best case" for nature and the "worst case" for nature transition risks • SSP2-4.5 and SSP5-8.5, challenges a range of differing and plausible futures and are worse for nature
Findings			
Own operations: We have ecosystem service dependencies on provisioning services like water supply and regulating services such as water purification. **Upstream value chain:** Agricultural and forestry-derived raw materials drive dependencies on provisioning services like water supply as well as regulating services, such as water purification, the nutrient cycle as well as flood mitigation, erosion control and pollination.	**Own operations:** Accounts for 5% of total nature pressure, mostly indirectly (upstream energy and downstream waste). We confirmed that our current water efficiency and pollution targets sufficiently address material pressures. As our footprint is typically in industrialized areas, the greatest biodiversity opportunities lie in collective initiatives beyond our sites. Projects featuring diverse habitats or species, strong local or employee engagement, NGO or community partnerships with regular monitoring are more likely to deliver lasting biodiversity benefits. **Upstream value chain:** Raw material sourcing drives the remaining 95% of impacts, with key pressures including water withdrawal, water and soil pollution, and biodiversity loss. Priority categories include botanicals, terpenes and resins, corn and derivatives, and citrus. Land use change, specifically deforestation is a key focus (for palm oil and clove) and offers opportunities for both climate and nature outcomes. Further opportunities arise from regenerative agriculture for crops where we have high dependency and influence, and from broader landscape level collective action beyond our value chains.	**Own operations:** Sites were assessed for water use, water scarcity, water pollution, freshwater ecotoxicity, and biodiversity. This confirmed that water-related risks are the most relevant. **Upstream value chain:** We found that our raw material categories botanicals, corn and its derivatives, and terpenes and resins are the most exposed for nature related physical risks. The assessment showed that at a country level, the future decrease in natural flood mitigation and water purification services under SSP3-6.0 and SSP5-8.5 scenarios will lead to the highest physical risk exposure by 2050. Its conclusions help inform our procurement strategy to ensure future resilience.	Several potential transition risks were identified for the upstream value chain and our own operations by 2030. These transition risks spanned the categories of policy and legal, market, reputational, and technological risks. An example of such transition risks is stricter regulations on water use. At the same time, multiple potential transition opportunities were identified, related to sustainable growth through traceability, regenerative practices, and innovations.

We are working to reach compliance with the EU Deforestation Regulation (EUDR), despite the postponement of its entry into force. In 2025, our EUDR project team worked at establishing the systematic due diligence operations triggered for each EUDR-relevant purchase or sales order. Besides this, we worked closely with our suppliers to develop an aligned understanding of the requirements outlined by the EUDR. This also involved engaging with our customers as to the impact of the EUDR on our Responsible Sourcing Standard and commercial portfolio.

Metrics and targets

Through an improved understanding of our nature DIROs, we have developed an approach to take us forward between now and 2030. Our approach to nature addresses nature throughout our business in our products, our own operations, our upstream value chain, and at landscape level, through a combination of (strengthening) existing targets in place and introducing specific new ambitions (e.g., at landscape level).

Our products

We have a target in our sustainability program to achieve 90% ultimate biodegradability for products in washable applications by 2030, based on recognized test methods (OECD 301/302/310 or equivalents). This product innovation and stewardship target guides the transformation of our portfolio toward chemistries that are more compatible with natural degradation processes, helping to reduce the potential accumulation of substances in nature.

In 2025 we achieved 85% ultimate biodegradability for products in the target scope. This is the result of continuous efforts in research and innovation to improve the biodegradability of our product portfolio introduced under the GreenGate program 15 years ago. Our plan to achieve this target is structured around four levers:

- High-performance alternative ingredients (for optimized dosage in formula to deliver equivalent or better results)
- Regulatory and compliance-driven reformulation (with consideration of better biodegradability)
- Discovery of new biodegradable or low-persistence chemistries
- Strengthened testing capacity and robustness through AI-enabled predictive models and stewardship infrastructure

Our own operations

Within our own operations, our current targets on water withdrawal and water pollution address our material nature impact. Our target on water efficiency is a 10% improvement for manufacturing sites located in water-stressed areas, between 2023 and 2030. For phosphorous (P) and nitrogen (N) emissions, a company ambition was set to improve P+N efficiency by 20% between 2023 and 2030. More information on these targets is available in the Water and marine resources section as well as in the voluntary disclosures in the Appendix.

Our upstream value chains

To address the nature impact of our raw materials sourcing, we will build on our existing key natural ingredients responsibly sourced target as part of our sustainability program, by further embedding the outcomes of our nature materiality assessment, specifically with regards to the scope of the key natural value chains and integration of relevant outcomes into the existing due diligence framework. In addition, we will continue to make progress on relevant nature verification and certification requirements through the certification roadmap of our key natural ingredients. An example of an ingredient which is independently verified for biodiversity is patchouli from Indonesia, see our website for more information.

To address our impact on land-use change, we are working on a commitment for deforestation and conversion-free palm oil and derivatives.

At landscape level

To capture the opportunity that was identified for broader collective action in landscapes, we will start collective action projects in priority landscapes where we operate or source.

Biodiversity projects at and around our sites

In 2025, we had 16 active site-level biodiversity restoration projects on or around our manufacturing sites worldwide. On-site projects take place inside our operational fence, while restoration activities around our sites go beyond our facilities and operate within a radius of 50 km. The biodiversity projects are managed locally by each site with the participation of local employees and in partnership with external organizations.

Examples of restoration activities are pollinator- and tree-planting, water retention pond installation, river band and riparian corridor restoration. See below for further information on our projects in South Africa and Turkey.

Regeneration of the historically native landscape at the Midrand site in South Africa

Our Midrand site partnered with Marc Sherratt Sustainability Architects (MSSA) to reintroduce native vegetation species into the 1,516 m^2 of unused land at the facility, which also includes a ten-year biodiversity monitoring scheme. 2025 is the third year of monitoring. The plants in the restored area were inspected in the summer, when the floristic mix closely matches native vegetation composition. On-site bird diversity is also recorded by a real-time monitoring device.

Regional biodiversity research of Şile district, Turkey

MG International Fragrance Company partnered with the “KuzeyDoğa Society” and three universities to carry out a scientific, participatory, and long-term project aimed at preserving the rich ecosystem of the Şile District, close to our Gebze site. The project was designed to comprehensively document the biodiversity across 250 km^2 of area close to our facility, with a special focus on threatened plant species, birds, bats, and wild mammals.

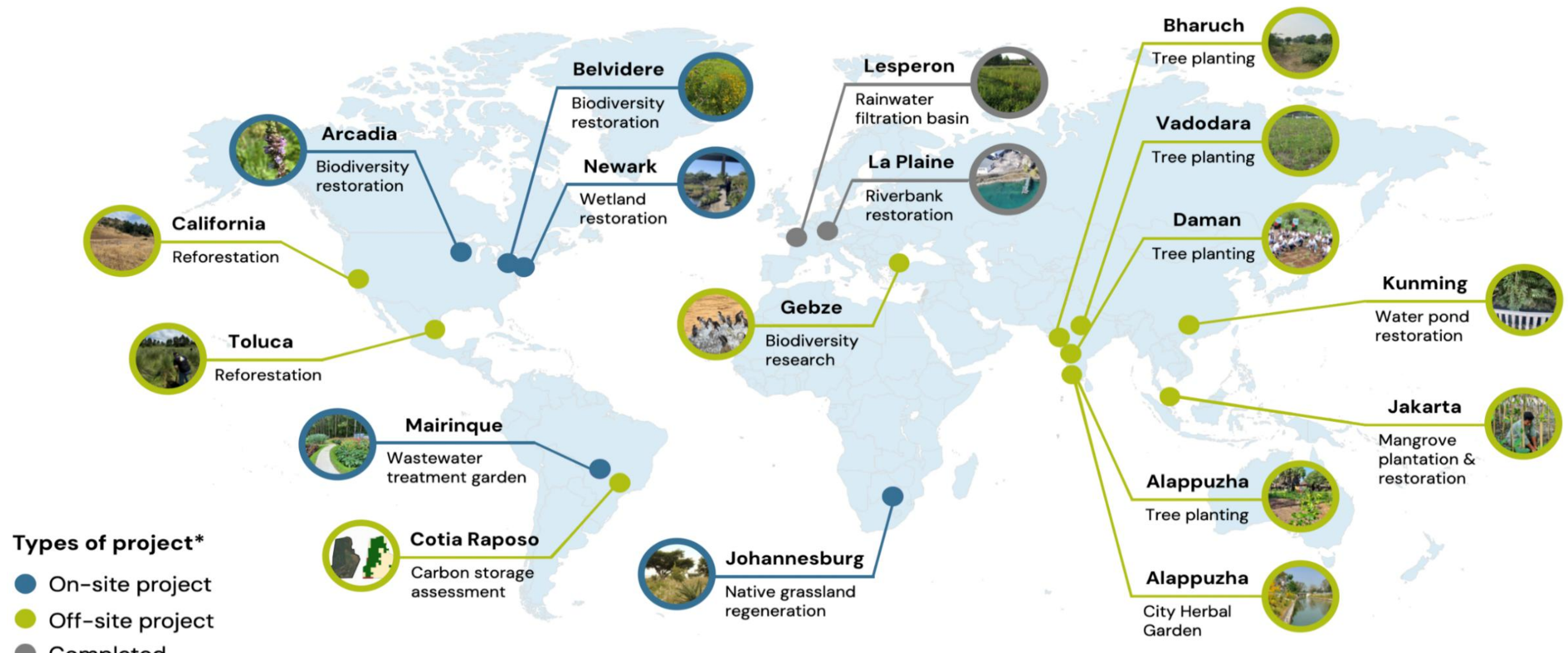
In October 2025, MG International Fragrance Company received the first-ever Biodiversity Award at the Sustainable Business Awards in Turkey, recognizing its voluntary nature conservation project in Şile as one of the most responsible and impactful environmental projects.

Joint nature efforts with Livelihoods Funds

We are a long-standing partner of Livelihoods Funds. The Livelihoods Funds are impact investment funds designed to support the efforts of agricultural and rural communities to live in sustainable ecosystems which serve as the foundation for their food security and provide the necessary resources for their livelihoods.

We invest in The Livelihoods Carbon Funds (LCF). These funds leverage the voluntary carbon market to finance mangrove restoration, agroforestry, regenerative agriculture and rural energy projects with tangible social, environmental, and economic added value for rural communities.

Example projects are agroforestry projects running in India, Guatemala, Mexico, Kenya and Rwanda to rehabilitate forests with income-generating initiatives for local communities, such as intercropping, buffer zone management, and soil health enhancement. Other projects in the funds include mangrove restoration across the coastlines of Indonesia, India and Senegal, moving forward with verifications while reinforcing community engagement. In 2025, we invested 2.6% and 3.0% of total funding in LCF1 and LCF2, respectively, supporting the planting of a total of 20,708 hectares of mangroves and the rehabilitation of 57,092 hectares of land under sustainable practices, along with planting 158.21 million trees, resulting in a CO_2 reduction of 5.2 million metric tons.



* On-site projects have activities within the operation's fence. Off-site projects have activities beyond the operation's fence and within 50km proximity.

Site-level biodiversity restoration activities map

Tree planting for both People and Planet

In 2025, we donated a total of 10,465 trees for hours of voluntary learning by our employees (one tree per ten hours of learning), as well as for celebrating the birthdays of our employees at our biomedical manufacturing sites. These trees were planted by Tree-nation in areas ranging across the mangrove restoration coast of Kenya, lost forest recovery in California, boreal forest habitat in Canada, degraded forest of under-resourced communities in Mexico, mangroves and upland forests in Madagascar, and the Amazon Basin in Brazil. Along with tree-planting, 10 hectares of land was reforested, with 360 tonnes of CO_2 sequestered by the restored vegetation.

EU taxonomy

Regulation

The EU Taxonomy Regulation (EU 2020/852) entered into force on July 12, 2020, establishing criteria for environmentally sustainable economic activities related to six environmental objectives:

- Climate change mitigation (CCM)
- Climate change adaptation (CCA)
- Sustainable use and protection of water and marine resources (WTR)
- Transition to a circular economy (CE)
- Pollution prevention and control (PPC)
- Protection and restoration of biodiversity and ecosystems (BIO)

The first delegated act concerning the technical screening criteria for economic activities with substantial contribution to climate change mitigation and adaptation (the Climate Delegated Act) was formally adopted on June 4, 2021. A delegated act specifying the content and presentation of information to be disclosed by companies in scope of the EU Taxonomy was formally adopted on July 6, 2021. A delegated act amending the Climate Delegated Act (covering the environmental objectives of climate change mitigation and adaptation) and an Environmental Delegated Act addressing the remaining four environmental objectives were published in 2023.

As part of the Omnibus package, the Delegated Regulation 2026/73 entered into force on January 28, 2026. It includes amendments simplifying the content and presentation of information to be disclosed concerning environmentally sustainable activities and simplifying certain technical screening criteria for determining whether economic activities cause no significant harm to environmental objectives. These amendments have been applied for the financial year 2025.

Disclosures

Under the Taxonomy regulation, dsm-firmenich is required to report on how much Turnover, Capital Expenditure ('CapEx') and Operating Expenses ('OpEx') are in scope of the Taxonomy Regulation (i.e., 'Taxonomy-eligible activities'), and how much are aligned with the Taxonomy regulation (i.e., 'Taxonomy-aligned activities').

In accordance with the Omnibus Delegated Regulation, a materiality threshold is introduced for the assessment of economic activities. Economic activities that cumulatively account for less than 10% of turnover, CapEx or OpEx are not assessed for taxonomy eligibility or alignment. dsm-firmenich identified certain economic activities as non-material, these are reported separately in the summary table.

Turnover

Total turnover, as defined by the Taxonomy regulation, corresponds to the net sales from continuing operations as reported as part of the income statement in the Consolidated Financial Statements. dsm-firmenich identified the Pharma business as a non-material economic activity given the limited contribution to dsm-firmenich as a whole. No material taxonomy-eligible economic activities were identified.

Capital Expenditure

Total CapEx is determined based on the 2025 additions to, and acquisitions of, property, plant and equipment, intangible assets, and additions to right-of-use assets. More specifically, it includes the following items that can also be found in the Consolidated Financial Statements:

- Changes in the carrying amount of intangible assets (excluding goodwill) from 'Capital expenditure' and 'Acquisitions' (see Note 8 Goodwill and intangible assets to the Consolidated Financial Statements)
- Changes in the carrying amount of items of property, plant & equipment from 'Capital expenditure' and 'Acquisitions' (see Note 9 Property, plant and equipment to the Consolidated Financial Statements)
- Changes in the carrying amount of right-of-use assets from 'New leases / terminations' (see Note 9 Property, plant and equipment to the Consolidated Financial Statements)

In 2025, dsm-firmenich made no acquisitions. Taxonomy-eligible CapEx includes expenditures related to the purchase of output from Taxonomy-aligned economic activities and individual measures enabling the target activities to become low-carbon or to lead to greenhouse gas reductions, primarily relating to our office buildings. This was considered not material. In addition, no CapEx was identified for the Pharma business. As a result of the assessment, dsm-firmenich did not identify material taxonomy-eligible activities.

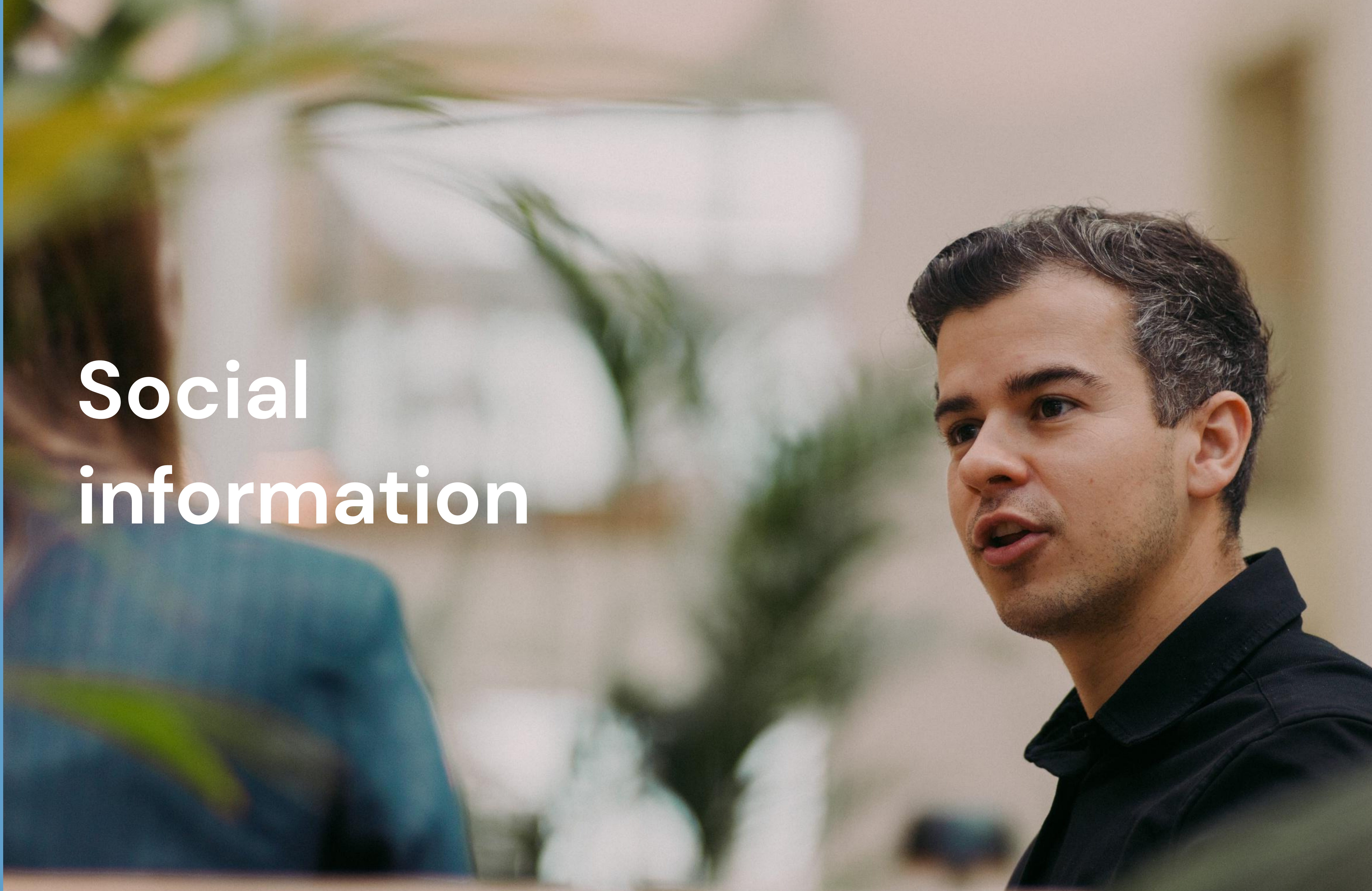
Operational Expenditure

Total OpEx, as defined by the Taxonomy regulation, includes direct non-capitalized costs that relate to research and development, building renovation measures, short-term lease, maintenance and repair, and any other direct expenditures relating to the day-to-day servicing of assets. Applying this definition to dsm-firmenich, total OpEx consists of maintenance (including building renovations) and direct R&D costs, excluding costs and income related to bad debts, government grants, depreciation and amortization, and own work capitalized. Taking into consideration the assessment of the limited contribution of the Pharma business to the turnover KPI, the OpEx related to this business within dsm-firmenich is considered immaterial. As a result of the assessment, dsm-firmenich did not identify material taxonomy-eligible activities.

Summary table 2025

KPI	Total	Proportion of taxonomy-eligible activities	Taxonomy -aligned activities	Proportion of taxonomy-aligned activities	Breakdown by environmental objectives of taxonomy-aligned activities: Climate change mitigation	Climate change adaptation	Water	Circular economy	Pollution	Biodiversity	Proportion of enabling activities	Proportion of transitional activities	Not assessed activities considered non-material	Taxonomy aligned activities in 2024	Proportion of taxonomy-aligned activities in 2024
	€ million	*%*	*€ million*	*%*	*%*	*%*	*%*	*%*	*%*	*%*	*%*	*%*	*%*	*€ million*	*%*
Turnover	9,034	0%	0	0%	0%	0%	0%	0%	0%	0%	0%	0%	3.9%	0	0%
CapEx	957	0%	0	0%	0%	0%	0%	0%	0%	0%	0%	0%	9.8%	0	0%
OpEx	525	0%	0	0%	0%	0%	0%	0%	0%	0%	0%	0%	-	0	0%

Social information



SUSTAINABILITY STATEMENTS > SOCIAL INFORMATION > OWN WORKFORCE

Own workforce

Our people are at the heart of how we bring progress to life. As a company formed through the merger of DSM and Firmenich in 2023, we continue to build a unified culture grounded in shared values, a strong sense of purpose, and a commitment to creating a safe, inclusive, and inspiring workplace for everyone.

This section provides an overview of how we manage the impacts, risks, and opportunities related to our own workforce. It covers inclusion and belonging, engagement, leadership development, well-being, fair compensation, human rights, and safety. It complements Our People and Values section detailing the concrete actions, programs, and governance structures that support our employees across regions and roles. Together, these efforts strengthen our culture, empower our teams, and help ensure sustainable performance for the long term.

Impact, risk, and opportunity management

Actions and resources

Since our merger in 2023, we have achieved significant milestones, establishing a distinct value proposition for employees, with shared values and an effective organizational model.

Inclusion and belonging

Our commitment to inclusion and belonging is central to our people ambition and to our purpose of bringing progress to life. We strive to create a workplace where every individual feels empowered, valued, and connected. Sustaining this level of inclusion remains a key priority as we continue to strengthen our culture and workforce experience.

As a global organization, we know that varied perspectives and experiences are essential for resilience and success. We see differences in thinking, backgrounds, and skills as a source of strength. Inclusive practices help teams make better decisions, spark creativity, and reflect the communities we serve. Equal opportunity is fundamental: we base employment decisions on skills and experience, ensuring that everyone is respected, empowered, and equipped to thrive. Beyond leadership representation, we implemented inclusive recruitment processes and accelerated talent development for underrepresented groups during 2025. Our Rise Together program supported women leaders through a six-month leadership journey, while succession planning and pay equity remained core priorities. We also launched mandatory training to foster respectful and inclusive workplaces, making sure that every employee appreciates their role in shaping our culture. This training ensures we all understand how to create an inclusive environment free from harassment, discrimination, and bullying.

Our Employee Resource Groups continued to grow as engines of connection and belonging, hosting more than sixty global events. During Pride Month, we introduced a Global Allyship program to equip employees with tools and confidence to advocate for inclusion. External partnerships reinforce our commitment to building an inclusive workplace. These include LEAD Network, focused on gender equality and strengthening mentoring opportunities and visibility for talent across industries; Purple Space, supporting people with diverse abilities; and Workplace Pride, advancing inclusion for our LGBTIQ+ community.

We believe that when people feel seen, heard, and valued, they perform at their best, collaborate more effectively, and innovate faster. Inclusion and belonging unlock innovation, deepen engagement, and ensure that our culture reflects the breadth of perspectives in the world we serve. This belief is a cornerstone of our sustainability approach and a driver of long-term value creation for our people, our customers, and our stakeholders.

Employee engagement

We prioritize our people and continuously engage with them through our listening strategy. Our annual Employee Engagement Survey is the cornerstone of this approach, providing insights into topics such as Work Engagement, Inclusion, and Leadership. In 2025, we conducted an Employee Engagement Survey during the month of September.

In 2025, participation reached 90%, demonstrating the strong commitment of our people to share their voices. Not only has participation increased significantly, but so has the number of people leaving their feedback and suggestions, making their voices heard with the purpose of further strengthening our company culture.

The results were shared across all layers of the company, from the global level to the team level, and led to follow-up actions. The results in 2025 show relevant progress due to the efforts across the organization, due to transparent discussions on the feedback from last year's survey, as part of the journey to focus on embedding our values and behaviors into our culture. Additionally, we continued to prioritize well-being based on the feedback and took actions at a global and local level as described under Vitality and well-being. See more information in Metrics and Targets, Inclusion and Belonging.

In addition to our annual Employee Engagement Survey, we actively listen at key milestones that matter. These touchpoints allow us to capture feedback when it is most relevant and take timely action to improve employee experience, engagement, and retention, for example:

- During recruitment: We listen to new hires and our hiring managers
- During onboarding: We listen to people who have been in their new job for between 30 and 180 days
- On work anniversaries: We ask people to reflect on the year and to look ahead

- When people decide to leave: We inquire about their reasons for leaving

Looking ahead, our ambition is to transform feedback into actions that drive measurable impact and sustained performance.

We aim to turn insights into progress, building deeper trust, creating more opportunities for growth, and fostering a culture in which transparency and collaboration empower every individual to excel. By connecting feedback to tangible outcomes, we will strengthen accountability, accelerate development, and ensure that every contribution moves us closer to our shared goals.

Leadership development

Building on the foundation established in 2024, we continued to strengthen leadership capabilities across the organization through our expanded development programs.

Leading Progress and Leading Progress in operations

Following the launch of this program in June 2024, an additional 660 people managers were nominated in 2025, bringing to 26% the total proportion of our people manager population trained during 2024 and 2025. The program now has a strong regional presence and is delivered in five languages, ensuring inclusivity and accessibility.

Leading Leaders

In 2025, 151 Directors and Senior Directors were nominated to participate in Leading Leaders, reinforcing our commitment to developing leaders who can inspire, deliver, and build for the future.

Alumni initiatives

Each leadership program includes its own alumni initiative, designed to sustain growth and connection well beyond the formal experience. Both programs offer various options to continue the learning journey: leader forums, Viva Engage space with curated materials, LearnNow pathway tailored to each leadership level, and workshops. The continuing program also encourages cohorts to self-organize quarterly meetups to share insights and tackle challenges together. The benefits for participants are significant: deepening their learning, strengthening peer connections, and applying program concepts to real business cases, fostering growth in multiple dimensions and creating lasting impact.

During 2025, we also introduced online coaching for 142 leaders, providing personalized support to accelerate growth and strengthen their leadership impact. All these initiatives continue to align with our values and behaviors, empowering leaders to build high-performing teams, foster innovation, and lead authentically in a unified dsm-firmenich culture.

Reward and recognize

In 2025, we made significant progress in activating our unified global rewards framework, building on the foundations laid during 2024 and delivering on our goal to create a transparent, equitable, and performance-driven approach to rewarding and recognizing our employees worldwide.

Early 2025 saw a milestone with the successful rollout of our global job-grading system across all regions. This grading structure anchors our reward programs, ensuring fairness and clarity in how we recognize value of work and contributions.

Another highlight in 2025 was the launch of our integrated Annual Pay Review (APR) cycle, which covers over 52 countries, impacting close to 22,000 employees. People managers received training on our rewards approach so that they could make pay decisions for their teams consistently worldwide, ensuring that pay reflects each employee's contribution and impact.

Our recognition programs launched in 2024 continued to foster engagement and collaboration across the Group during 2025. Over 14,000 Kudos Awards, a peer-to-peer recognition award, were granted across Business Units and teams to inspire individuals to go beyond. 39 individuals or teams received Progress Awards, which are given year-round as cash spot awards for extraordinary achievements or impact in their respective areas.

We advanced the harmonization of benefits across countries, balancing global consistency in our benefits principles with the flexibility to recognize local market norms. This initiative will continue through 2026 as we work to provide a harmonized, competitive, and inclusive global benefits program.

People development

Our People Progress Approach is a holistic framework that links performance, talent management, and career development in one continuous cycle. It empowers employees to take ownership of their development and personal growth, encouraging them to set objectives collaboratively with their managers, give and receive feedback, and engage in career conversations that align personal ambitions with organizational goals.

At the start of 2025, employees actively embraced the People Progress Approach introduced in 2024, setting a total of over 87,600 performance objectives. Throughout each year, ongoing dialogues between managers and employees foster alignment, enabling re-prioritization of objectives when needed. Mid-year checkpoints provide a critical opportunity to deepen feedback exchanges and focus on development, while talent reviews identify successors as well as pathways for the development of key talents.

At year-end, employees reflect on their impact and growth, engaging in conversations about objectives achieved, values demonstrated through both behaviors and outcomes, and next career steps. People managers also assess their leadership impact in line with our People Manager Fundamentals, ensuring they support growth while modelling organizational values.

In 2025, 88.5% of our employees participated in annual reviews via our global process. Overall, the People Progress Approach reflects our commitment to empowering employees, fostering open dialogue, and cultivating a culture of growth and sustainable impact.

Training and skills

In 2025, we continued to strengthen our best-in-class learning experience solution, LearnNow, a social platform that brings learning closer to every employee. Designed to inspire curiosity and collaboration, LearnNow offers access to more than 45,000 virtual courses, 16,000 business books, more than 40 academies for our Business Units and Business Partners, and company leadership programs, creating opportunities for growth across all roles and regions.

New features such as AI-powered practice chats for challenging conversations, curated book and podcast recommendations, and guided leadership paths make learning more relevant and engaging than ever. In addition, we launched a mobile version of LearnNow, making learning accessible anytime, anywhere.

Employees can find on LearnNow all resources available to support their growth at dsm-firmenich, including:

- Mentoring program: Connected 394 mentees and 298 mentors across functions and regions to share expertise and accelerate development
- Multi-rater (360°) feedback tool: Adopted by more than 1,000 employees and over 300 people managers, enabling diverse perspectives on strengths and areas for improvement.

Developing our technical skills through our Superhuman initiative

AI is transforming industries at an unprecedented pace, and at dsm-firmenich, we see it as a catalyst for human potential. The SuperHuman initiative is about empowering every employee with cutting-edge tools and knowledge. By integrating AI into our daily work, we simplify complex tasks, automate routine processes, and unlock new ways to make data-driven decisions.

The overall benefits of this initiative are:

- Universal access: A suite of Generative AI solutions is available to all employees, democratizing advanced capabilities across the organization
- Skill-building: Regular expert-led sessions provide practical tips and guidance, ensuring everyone can confidently leverage AI in their roles
- Collaboration and innovation: We encourage teams to identify opportunities where AI can accelerate progress across the value chain, because the future of work is something we shape together

By embracing AI responsibly and inclusively, we are building a workforce that is future-ready. The SuperHuman initiative reflects our commitment to integrity, innovation, and the belief that technology should empower people, not overshadow them. For more information, see Data governance and AI.

Equitable living standards

We care for our employees and their families by providing them a decent standard of living through payment of a living wage. The living wage is the remuneration received for a standard working week (the relevant legal regular working hours or a maximum of 48 hours per week) by a worker in a particular place sufficient to afford a decent standard of living for the worker and their family. This includes proper access to health, food and nutrition, housing, and education. Every two years, we assess our living wage commitment using the benchmark data of WageIndicator.

In conjunction with our ongoing advocacy efforts with UNGC, WBCSD, IDH, ILO and more, living wage was, for the first time, highlighted as a priority topic by governments worldwide. This happened as part of the Doha Political Declaration that was adopted in November 2025 by the UN Second World Summit for Social Development in Qatar, reaffirming global commitments to eradicate poverty, promote full and productive employment, enable decent work for all, foster social inclusion, and now explicitly prioritize the living wage.
See our actions on advancing fair compensation beyond our workforce in Workers in the value chain.

Human rights

Across our activities and those of our supply chain, we are committed to the highest international standards in human rights. This commitment is documented in our Human Rights policy and underpinned by our Code of Business Ethics. We also have position papers on modern slavery and conflict minerals.

We believe the subject of human rights is one that should be embedded across all our business practices and processes. Once captured on paper, this needs our continued attention, as the impact only comes when it becomes embedded in our culture and behaviors. Everyone must understand how, and why, human rights matter in their day-to-day jobs. The topic of human rights is also a key focus area when working with suppliers. Via our Supplier Code and our Responsible Sourcing standard, we extend our human rights policies to suppliers and partners by requiring them to adhere to similar ethical practices. For more information on our responsible sourcing practices and our supply chain due diligence approach, see Engaging with our suppliers and Workers in the value chain.

Each year, we publish our annual Human Rights report. In the 2025 edition of this report, we highlight how we conduct due diligence, share reported cases of human rights infringements, and highlight an existing supply chain remediation case, to demonstrate how we apply our commitment to respect the highest human rights standards. The Human Rights report will be published later in 2026.

Key initiatives that took place in 2025 included the following:

- We conducted a global risk assessment to identify Human Rights focus areas in our own operations and across our supply chain, in line with the UNGP and OECD guidelines. As a result, we identified the following potential human rights risks in our own operations: working conditions, discrimination, freedom of association and collective bargaining, and environmental degradation impacting human rights. In our supply chain, we identified two additional risks: child labor and forced labor. More details per focus area will be shared in our annual Human Rights report.
- We started a new collaboration with our longstanding partner UNICEF to address social inequalities linked to our value chains
- At the request of a customer, we were assessed regarding our own operations and the sourcing of one specific commodity, pink pepper, along with our service providers, using the Fair Labor Association (FLA) Verified Converged Human Rights and Environmental Due Diligence (HREDD) Self-Assessment Tool. We achieved an overall maturity rating of Intermediate and a

percentage score of 98%. With a score of 100%, a rating of 'advanced' is given.
- We joined the Community of Practice of the Dutch Social and Economic Council (*SociaalEeconomische Raad*, SER) to continue improving our own skills in conducting meaningful stakeholder dialogue and engage with other companies based in the Netherlands to exchange learnings on this topic

Our human rights performance is assessed externally by Sedex Members Ethical Trade Audit (SMETA) audits. This is an audit methodology serviced on the Sedex platform. It encompasses all aspects of responsible business practice.

To hold ourselves accountable for our performance on human rights, we set ourselves the ambition for the human rights pillar in our SMETA audits to achieve zero open critical non-conformity cases by the end of 2025. Our progress will be communicated in our Human Rights report.

To identify knowledge gaps on human rights, we held consultations across the company. Our next step is to create role-specific content and training materials to deepen employee awareness and engagement on this topic.

Safety and health

Safety, health, and well-being are the foundation of our company. Our ambition is for everyone to return home safe and healthy, every day.

As part of our SHE journey, we are strengthening our safety culture and framework through SHE leadership development, the behavior-based program SafeStart©, and the continued roll-out of our Life Saving Rules. By aligning our programs, setting clear goals, and monitoring progress with robust leading KPIs, we empower everyone to take ownership and ensure a safe, healthy workplace for all.

Security

We also foster a strong security culture. We recognize that organizational resilience is built not only on systems and processes but also on the daily actions of our people. In 2025, we launched a global initiative defining six key security behaviors that empower employees to act as our 'human firewall.' These behaviors promote awareness, accountability, and proactive engagement in safeguarding our people, assets, and information. By embedding these principles across all our operations, we continue to strengthen our collective security posture and sustain a culture of shared responsibility.

Safety of our employees and contractors

In 2025, we continued the roll-out of Life Saving Rules across all sites, supported by targeted capability development initiatives. In addition to this, the deployment of the company SHE requirements provided a robust foundation for our SHE management framework, ensuring consistent standards and clear leadership responsibilities. Leadership played a central role by driving alignment, ensuring consistent communication of safety priorities, and fostering a culture of ownership and proactive engagement. These efforts collectively strengthened our management system and advanced our company-wide safety objectives.

Our key security behaviors

Process safety

Process safety refers to the safe operational design of our facilities. In 2025, we introduced the Process Lifecycle Leadership standard and guidelines to unify practices across dsm-firmenich. Business Units launched targeted process safety programs to address key risks related to behavior and asset management, with support from company-wide initiatives. We further integrated process safety data into our digital risk assessment platform for continuous monitoring. Focused training improved competencies in managing self-heating materials, powders, and liquid blending. Business Unit program progress is actively monitored to ensure ongoing improvement and shared responsibility for process safety.

Health at Work

Health at Work in our company is built on two complementary dimensions: Industrial Hygiene and Occupational Health (IH-OH) and Vitality.

On the one hand, IH-OH focuses on managing workplace health risks such as chemical exposure, noise, and ergonomics. Industrial Hygiene aims to control these exposures at the source, while Occupational Health complements this by overseeing health surveillance. The primary goal is to prevent occupational diseases and ensure a safe workplace.

Vitality, by contrast, promotes overall well-being through programs that encourage healthy lifestyles, resilience, and psychological support, helping employees thrive beyond mere risk prevention.

Industrial Hygiene and Occupational Health

In 2025, we continued to strengthen this integrated approach across all our operations. A regional industrial hygiene organization was established to provide expert guidance on risk assessment and control, ensuring consistent, high-quality practices at our manufacturing sites worldwide. Consequently, we onboarded experienced industrial hygiene experts to further enhance our capabilities and drive continuous improvement across all regions.

Our integrated hazard and risk assessment digital platform, introduced in previous years, remained central to this strategy. This custom-built, cloud-based software ensures uniform evaluation and control of risks across all facilities. The platform covers key occupational hazards historically linked to workplace illnesses: chemicals, noise, ergonomics, and repetitive strain injuries. To further advance our approach, we have established a multiyear program aimed at extending implementation to all our sites worldwide.

We launched a comprehensive suite of internal training and qualification programs, designed to support managers, technical staff, and laboratory experts at every level of responsibility. Multiple training modules are available, each tailored in complexity to match participants' specific health-related roles. While substantial progress has been made, full coverage is still underway, reflecting our commitment to continuously advancing health expertise throughout the organization.

The implementation of our Life Saving Rule, Safe Working with Chemicals, continued across the organization in 2025. This important standard encompasses several key elements: it requires thorough risk assessment of chemical exposures, mandates the implementation of effective controls, ensures clear hazard communication, and establishes management processes to verify that these controls remain effective over time.

As part of our management of chemical risks, we continued to strengthen our collaboration with internal toxicologists to gather data on the toxicity of the chemicals we use. This ongoing partnership enables us to set mandatory internal occupational exposure limits that exceed legal requirements and help us determine safe exposure levels for laboratory chemicals and panelist tasks.

At the same time, we introduced a new company standard for respiratory protective equipment. While respirators are not our primary means of controlling exposures to chemicals, this standard ensures correct selection, maintenance, and use whenever needed, adding an extra layer of protection.

Our ergonomic program maintained the deployment of wearable devices at designated locations. These devices monitor employees' movements and deliver immediate feedback, promoting safer lifting practices and minimizing ergonomic risks. We have also piloted the use of artificial intelligence for ergonomic assessments at certain locations and will continue to implement this technology at selected sites.

This innovative approach enables a more detailed evaluation of our tasks, further supporting the effectiveness of our ergonomic initiatives. In addition, we successfully completed a campaign in some of our production sites that focused on implementing minimum controls to enhance manual handling. As part of this initiative, we introduced solutions such as lifting tables and hoists, which contribute to reducing the physical strain associated with manual lifting and help create a safer work environment.

Together, these efforts reinforce a proactive health culture that integrates risk management, medical oversight, and holistic well-being, supporting our employees and sustaining high operational performance.

Vitality and well-being

2025 was a year of consistent action and connection. We launched exciting new vitality lifestyle challenges that brought thousands of colleagues together worldwide, and strengthened our Mental Fitness Champions community with fresh tools and programs.

We partner across the company to amplify well-being initiatives globally and continue to build a culture of health, making dsm-firmenich a workplace with a positive impact on health, and vitality.

Collaboration across Business Units:

- TTH hosted webinars on hydration and sports nutrition (co-developed with Team Picnic PostNL)
- HNC organized a global webinar on gut health and its link to vitality
- P&B created content supporting its mission of improving well-being

Boost Your Vitality

We celebrated more than 7,000 sign-ups for our Boost Your Vitality program, empowering colleagues to make healthier choices every day. Our Global Team Step challenge brought together nearly 2,000 participants across 43 countries, while the Tour de dsm-firmenich Cycling challenge inspired over 200 riders in 32 countries.

We expanded our webshop with sports nutrition supplements co-developed by dsm-firmenich scientists and Team Picnic PostNL, and introduced innovative products such as Quali-C, Vegan Omega-3, and ampli®-D to our three regional flagship restaurants in Maastricht, Geneva, and Kaiseraugst. To keep our global community informed and inspired, we continued delivering Global Vitality Office and Boost Your Vitality newsletters packed with practical tips, updates, and insights.

Mental Health

Over 580 Mental Fitness Champions have been certified worldwide. The Mental Fitness in Practice program was introduced as a preventive initiative, equipping these Champions with practical tools and the confidence needed to support colleagues at an early stage where needed. In addition, webinars were delivered on key topics such as burnout prevention and overcoming mental health barriers.

Visibility and accessibility of support were further enhanced through the launch of the Mental Fitness Champions Directory on the Vitality Boost app. Furthermore, a mental well-being check-in was introduced, enabling employees to assess their mental fitness proactively and to access tailored resources and support in a timely manner. Our Mental Well-being Walk and Talk Challenge brought together 595 participants across 40 countries.

Metrics and targets

We have set targets across multiple areas to address the relevant impacts, risks, and opportunities for our workforce:

- Safety: Our long-term Total Recordable Incident Rate, TRIR, target level is 0.20
- Diversity in the Global Management Team (GMT): Reach 36% female or non-binary and 41% non-western European background colleagues through self-identification.
- Employee engagement and inclusion: Measure engagement scores of employees self-identifying as minorities; focus on creating a workplace where everyone feels valued and heard; annually measure our overall engagement score; drive focused action planning across our Business Units and Business Partners, report target levels for employee engagement and inclusion.
- Living wage: We commit to pay a living wage to all our employees in our own operations
- Gender pay equity: We commit to deliver gender pay equity across the different levels of our workforce.

In 2025, our TRIR [RA] was 0.26. This is a slight decline versus the 2024 performance of 0.24, but on track toward our target level. Much of this decline resulted from a weaker first half of the year.

In 2025, participation in the Employee Engagement survey (EES) reached 90%, Employee engagement [RA] resulted in 80% and inclusion in 71%. GMT

Diversity in the GMT[RA] was measured at the end of 2025, achieving 35% leaders who identified as women & non-binary and 48% identified as non-western European background.

	Target	2025	2024
Frequency index Total Recordable Incident Rate [RA]	0.20 by 2030	0.26	0.24
Gender diversity in the GMT[RA]	36% by 2025	35%	–[1]
Non-western European diversity in the GMT[RA]	41% by 2025	48%	–[1]
Employee engagement [RA]	80% by 2030	80%	79%
Inclusion	70% by 2030	71%	67%
Employees paid below benchmark[2]	0	0	0
Unadjusted gender pay gap[3]	<5.0%	-8.2%	-6.1%
Adjusted gender pay gap		3.3%	–[4]

1 Gender and non-western EU diversity were not measured in 2024.
2 Benchmark for 2025 is adequate wage and for 2024 living wage.
3 The 2024 gender pay gap (2024: -4.97%) was restated due to a change in methodology, now including variable pay elements.
4 2025 was the first year of reporting.

In 2025, no employees were paid under the adequate wage. In 2024, no employees were paid below a living wage. The next living wage assessment will be performed in 2026.

On gender pay equity, the unadjusted gender pay gap was 8.2% in favor of women. This figure does not distinguish between the different job levels of our organization. When adjusting for the job levels of our organization, the adjusted gender pay gap is 3.3% in favor of men.

Characteristics of our employees

All characteristics are reported on a (percentage of) headcount basis. Headcount reporting on our employees is also included in Note 4 Segment information to the Consolidated Financial Statements.

Employees by gender

	2025	2024
Male	18,132	17,968
Female	10,406	10,242
Not disclosed / unknown	12	4
Total employees	28,550	28,214

Employees by country

Country [1]	2025	2024
China	3,324	3,365
USA	4,135	4,084
Switzerland	3,678	3,734
Rest of World	17,413	17,031
Total employees	28,550	28,214

1 'Significant countries' are countries where the company has at least 50 employees representing at least 10% of the total employee count.

Employees by contract type

Temporary contracts are used within the company to backfill absences and temporary leave, address peak workload periods, and comply with country-specific practices for probation periods. It also includes all students, trainees and internships.

	Female	Male	Not disclosed / Unknown	Total
2025				
Permanent	9,197	16,097	12	25,306
Temporary	807	870	0	1,677
Non-guaranteed hours	0	0	0	0
Non-integrated acquisitions	402	1,165	0	1,567
Total	**10,406**	**18,132**	**12**	**28,550**
Full-time	8,939	16,419	12	25,370
Part-time	1,065	548	0	1,613
2024				
Permanent	8,897	15,814	4	24,715
Temporary	932	981	0	1,913
Non-guaranteed hours	0	0	0	0
Non-integrated acquisitions	413	1,173	0	1,586
Total	**10,242**	**17,968**	**4**	**28,214**
Full-time	8,740	16,247	4	24,991
Part-time	1,089	548	0	1,637

Employees by contract type by region

	Netherlands	Switzerland	Rest of EMEA	North America	Latin America	China	Rest of Asia	Total
2025								
Permanent	1,678	3,550	7,718	4,187	3,356	1,746	3,071	25,306
Temporary	85	128	594	17	221	504	128	1,677
Non-guaranteed hours	0	0	0	0	0	0	0	0
Non-integrated acquisitions	0	0	125	0	0	1,074	368	1,567
Total	**1,763**	**3,678**	**8,437**	**4,204**	**3,577**	**3,324**	**3,567**	**28,550**
Full-time	1,276	3,213	7,754	4,187	3,500	2,250	3,190	25,370
Part-time	487	465	558	17	77	0	9	1,613
2024								
Permanent	1,675	3,613	7,399	4,137	3,324	1,587	2,980	24,715
Temporary	101	121	602	18	241	688	142	1,913
Non-guaranteed hours	0	0	0	0	0	0	0	0
Non-integrated acquisitions	0	0	133	0	0	1,090	363	1,586
Total	**1,776**	**3,734**	**8,134**	**4,155**	**3,565**	**3,365**	**3,485**	**28,214**
Full-time	1,265	3,270	7,438	4,139	3,489	2,275	3,115	24,991
Part-time	511	464	563	16	76	0	7	1,637

Inflow and outflow

	2025				2024			
Inflow[1]	Female	Male	Not disclosed / unknown	Total	Female	Male	Not disclosed / unknown	Total
Total number of new hires (excluding acquisitions)	1,644	2,313	14	3,971	1,166	1,852	2	3,020
Acquisitions	0	0	0	0	0	21	0	21
Total inflow	1,644	2,313	14	3,971	1,166	1,873	2	3,041
% new hires by region								
Netherlands	2.1%	2.6%	0.0%	4.9%	1.6%	2.9%	0.0%	4.5%
Switzerland	2.7%	5.3%	0.0%	8.3%	3.6%	6.0%	0.0%	9.6%
Rest of EMEA	13.9%	18.6%	0.0%	32.5%	13.4%	17.7%	0.0%	31.1%
North America	7.2%	11.6%	0.4%	19.5%	7.0%	14.0%	0.1%	21.1%
Latin America	6.8%	10.2%	0.0%	17.3%	4.6%	10.2%	0.0%	14.8%
China	2.6%	3.2%	0.0%	5.5%	2.1%	2.9%	0.0%	5.0%
Rest of Asia	6.1%	6.7%	0.0%	12.0%	6.1%	7.9%	0.0%	14.0%
Outflow								
Voluntary resignations	863	1,230	4	2,097	696	1,190	3	1,889
Total outflow (excluding divestments)	1,384	2,036	12	3,432	975	1,851	4	2,830
Divestments	58	106	0	164	451	1,017	0	1,468
Total outflow	1,442	2,142	12	3,596	1,426	2,868	4	4,298
Voluntary turnover (%) [1]	**6.6%**	**6.1%**		**6.3%**	**7.5%**	**7.2%**		**7.3%**
Total turnover (%) [1]	**9.9%**	**10.2%**		**10.1%**	**10.5%**	**11.2%**		**10.9%**

[1] Turnover is calculated by dividing the total number of terminations over the last 12 months (excluding divestments) by the average headcount for that same 12-month period. Turnover considering only Actual Workforce.

Collective bargaining

The coverage by region of collective bargaining agreement is based at country level, and is reported through our regional human resources organization. At least 43% of employees are covered by collective bargaining agreements (2024: at least 43%), and a European Works Council is in place. As dsm-firmenich has no EEA countries meeting the ESRS thresholds, the total EEA percentage is reported.

Training and skills

In 2025, learning engagement remained strong, with consumption reaching over 100,000 hours. We encourage sustainable learning: for every 10 hours of digital learning in which our employees engage, we plant a tree. Prior to 2025, we planted over 30,000 trees, and in 2025, we added 10,000 further trees, reinforcing our commitment to both personal growth and environmental responsibility.

Health and safety

In 2025, more than 170 locations were incident-free for more than a year. The total number of safety incidents increased in 2025 compared to 2024, much of this due to a weaker first half of the year. The stronger results in the second half of the year suggest that the introduced initiatives are beginning to have an effect.

In 2025, we recorded 97 incidents (2024: 87), corresponding with a TRIR[RA] (employees and contractors, excluding recent acquisitions) of 0.26 (2024: 0.24). This is equivalent to an ESRS-aligned 1.3 recordable work-related accidents per 1 million hours worked (2024: 1.24). There were 36 work-related ill health cases (employees and contractors, 2024: 35). This corresponds to a Health Rate of 0.10.

Tragically, we incurred a fatal incident in 2025 in which an Account Manager in our NA ANH Business Team was involved in an accident during a customer visit. The accident was caused by a third person who is being prosecuted for involuntary manslaughter by the authorities. dsm-firmenich was not penalized for any safety violation associated with the tragic incident. This loss has deeply impacted our organization and reinforces our commitment to safety.

In 2024, dsm-firmenich recorded one fatality from work-related injuries.

Collective bargaining coverage			Social Dialogue
Coverage rate [1,3]	**Employees EEA[2]**	**Employees Non-EEA**	**Workplace representation (EEA only) [2]**
0-19%		• North America • Asia Pacific	
20-39%		• EMEA (excl. EEA)	
40-59%			
60-79%		• Latin America	
80-100%		• EEA	

1 Reported percentages are based on reporting by countries coverage 89% of total headcount
2 No EEA country meets the reporting threshold of 10% of workforce, so EEA has been added as a separate region
3 Coverage rate is calculated based on headcount on November 30

In total, there were 6,092 days lost (2024: 3,789) to work-related injuries (excluding the fatality) and ill-health (employees & supervised contractors). All employees are covered by our health and safety management systems, which are based on local, national and international regulations, international standards such as ISO 45001 as well as best practices and our own policies.

Our Process Safety Incident (PSI) rate for 2025 was 0.30, comparable to the 2024 level of 0.31. For process safety, targeted improvement programs were implemented at sites with the highest incident rates, and new behavior-based initiatives were launched to address root causes. We continued to conduct fire protection integrity assessments globally, underscoring our commitment to protecting people and assets from fire and natural hazards.

Compensation-related metrics

Adequate wages

We are committed to providing a decent standard of living for our employees and their families and we provide all our employees with fair wages. Our wage practices are aligned with national regulations and international standards to ensure fair and equitable compensation. In 2025, no employee was paid under the adequate wage. A living wage assessment analysis will be conducted in 2026.

Gender pay gap

We are committed to creating an inclusive workplace where all employees are rewarded equitably. The unadjusted gender pay gap measures the difference in average earnings between men and women across the organization, regardless of role or seniority. In 2025, our analysis showed an unadjusted gender pay gap of 8.2% in favor of women, meaning that, on average, female earned 108.2% of the pay level of men. When adjusting for the levels of our organization, the adjusted gender pay gap is 3.3% in favor of men. The difference between the adjusted and unadjusted pay gap is due to more female representation in the management levels of the organization as compared to other more junior levels.

	2025	**2024**
Employees paid below benchmark	0	0
Unadjusted gender pay gap[1]	-8.2%	-6.1%
Adjusted gender pay gap	3.3%	–[2]
Remuneration ratio	86.7	71.7

1 The 2024 gender pay gap (2024: -4.97%) was restated due to a change in methodology, now including variable pay elements.
2 2025 was the first year of reporting

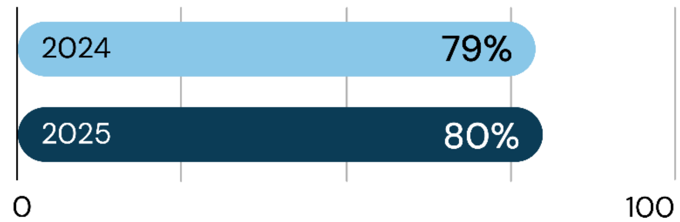
Annual total remuneration ratio

The ratio of the annual total compensation for the organization's highest-paid individual (our CEO) to the median annual total compensation for all permanent dsm-firmenich employees (excluding the highest-paid individual), is referred to as the "Remuneration ratio".

The CEO's total compensation in 2025 was €6,990,781 (2024: €5,518,160) whereas the median 2025 compensation for permanent employees was €80.586 (2024: €76,914). This results in a remuneration ratio for 2025 of 86.7 compared to 71.7 in 2024. The difference is driven by the annual cash incentives. The portion of the cash incentive (STI) in the Total Direct Compensation is higher for the CEO than for the median employee, resulting in a greater impact on the numerator compared to the denominator. If the remuneration ratio considered average employee remuneration

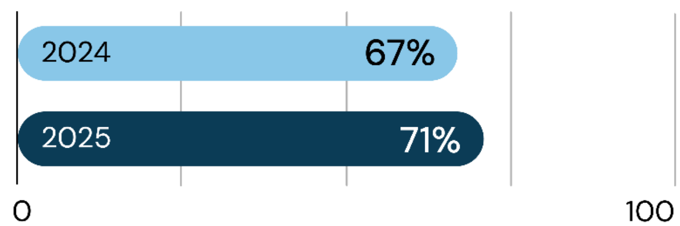
Participation rate
Participation grew even further, reflecting stronger engagement and the success of our communication efforts.

Employee Engagement[RA]
Engagement remained stable, showing resilience and commitment during a year of transformation.

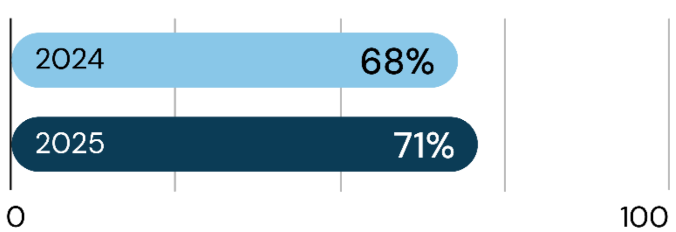


Intention to stay
Clearer career paths and transparent communication strengthened people's confidence in staying with us.

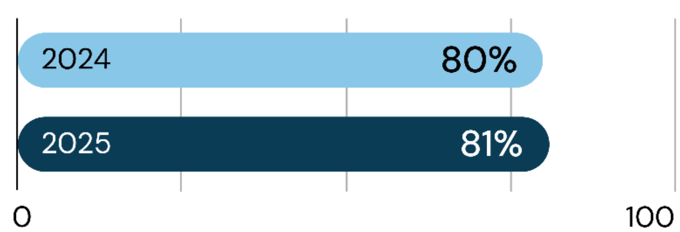
Inclusion
Inclusion initiatives are driving positive change, and we will continue to build an even more inclusive culture.



Unity
Collaboration and team alignment improved, reinforcing a sense of shared purpose across the organization.



People management
Managers maintained strong relationships and supported development, even amid organizational changes.



The results of our 2025 Employee Engagement Survey

(€110,258 compared to €100,864 in 2024) rather than the median, the ratio would amount to 63.4 (2024: 54.7).

For the calculation of the remuneration ratio, the total compensation of the CEO is calculated based on the same assumptions as for all other employees (described in the methodology); the amount therefore differs from the Compensation report. Main differences concern the STI (STI paid in 2025 achieved over 2024 versus the STI accrued in 2025 in the Compensation report) and the LTI (fair value versus face value used in the Compensation report).

Any comparison over time and/or between companies should be made with great caution and restraint. Companies may use different calculation methods, and their geographical footprint may also vary significantly. The outcome of the remuneration ratio is largely determined by the share of variable remuneration (STI and LTI) in total remuneration. The proportion of variable remuneration (i.e., remuneration at risk) in total remuneration increases for higher job classes and amounts (at target) to 75% of the CEO's total direct compensation. Additionally, remuneration structures may differ by country and acquisitions, divestments, growth or decline in certain areas and exchange rate fluctuations will also affect the remuneration ratio.

Inclusion and belonging

This year, we exceeded our 70% inclusion target, achieving a score of 71% in our annual Employee Engagement Survey (EES).

Currently, 36.4% of employees at dsm-firmenich are women, contributing across all functions and geographies. Within the Board of Directors, which comprises 11 members representing 8 nationalities, 36% are women. At the executive level, 3 out of 9 Executive Committee members are women, reinforcing our commitment to balanced leadership.

We embed representation targets for women, non-binary individuals, and ethnically diverse leaders into our LTI plan, making inclusion a measurable priority at the highest level. In 2025, 35% of our Global Management Team[RA] identified as women or non-binary, positioning us close to our 36% target, while 48% identified with a non-western European background, exceeding our 41% target. These outcomes reflect more than numbers: it demonstrates how linking inclusion to performance creates real impact, strengthens leadership representation, and fuels innovation and sustainable growth across our global organization.

Diversity metrics

All characteristics are reported on a (percentage of) headcount basis. Headcount reporting on our employees is also included in Note 4 Segment information to the Consolidated Financial Statements.

Temporary contracts are used within the company to backfill absences and temporary leave, cover peak workload periods, and address country-specific practices for probation periods. It also includes all students, trainees and internships.

Incidents and human rights impacts

Information on incidents is reported in Speaking Up in the Business Ethics section. In 2025, three cases of incidents related to human rights were reported, two of which were unsubstantiated. Another one is still in progress. Moreover, there were 72 alleged cases of incidents (2024: 52) of discrimination and harassment. 60 cases were closed, 14 of these cases (2024: 12) were substantiated. Additional reporting relating to human rights due diligence is published separately in our Human Rights report.

We operate in geographies with higher risks of human rights incidents. Based on the assessment of our geographies and the Sedex risk register, a high risk of child labor is identified in East Asia, and of compulsory labor or forced labor in East Asia, West Asia, South Asia, and Southeast Asia. No severe human rights incidents or fines, sanctions or compensation relating to human rights incidents in our own workforce were reported in 2025.

Diversity

	Executives [1]	Management [1]	Other [1]	Non-integrated acquisitions
2025				
Female	139 | 31.7%	5,039 | 43.2%	4,826 | 32.4%	402 | 25.7%
Male	299 | 68.3%	6,615 | 56.7%	10,053 | 67.5%	1,165 | 74.3%
Not disclosed / unknown	0 | 0.0%	4 | 0.0%	8 | 0.1%	0 | 0%
Total	**438 | 100%**	**11,658 | 100%**	**14,887 | 100%**	**1,567 | 100%**
2024				
Female	140 | 31.3%	4,936 | 43.1%	4,753 | 32.3%	413 | 26.0%
Male	307 | 68.7%	6,526 | 56.9%	9,962 | 67.7%	1,173 | 74.0%
Not disclosed / unknown	0 | 0%	2 | 0.01%	2 | 0.01%	0 | 0%
Total	**447 | 100%**	**11,464 | 100%**	**14,717 | 100%**	**1,586 | 100%**

1 Executives are Vice Presidents, Presidents, and C-suite officers, with some minor exceptions. Management are Directors, Managers, and Experts, with some minor exceptions. Other refers to all other employees

Employees by age group

	<30 years	30 - 50 years	>50 years
2025			
Female	1,799	6,626	1,981
Male	2,344	11,088	4,700
Not disclosed / unknown	6	4	2
Total	**4,149**	**17,718**	**6,683**
2024			
Female	1,913	6,422	1,907
Male	2,360	10,978	4,630
Not disclosed / unknown	3	1	0
Total	**4,276**	**17,401**	**6,537**

SUSTAINABILITY STATEMENTS > SOCIAL INFORMATION > WORKERS IN THE VALUE CHAIN

Workers in the value chain

We are committed to ensuring that people and communities across our value chains are treated with dignity and respect. With supply chains spanning the globe, we collaborate with our suppliers, and key stakeholders to address people and human rights risks that may arise in the context of our activities.

Achieving this requires strong partnerships. It is therefore vital that suppliers across our network align with our people's standards and support our mission to bring progress to life. Please see Engaging with our supply chain for a holistic view on how we engage with our supply chain on both social and environmental topics. The material part of our value chain that is in scope of our disclosures for this standard is our upstream value chain.

Impact, risk, and opportunity management

We have a clear responsible sourcing strategy that is fully integrated across our value chain, from suppliers to customers. This strategy translates our social standards into action and supports our goal of creating sustainable value.

Actions and resources

We focus on concrete actions and systematic data tracking, helping suppliers enhance their understanding of human rights risks and develop effective improvement plans. Our ambition is to enable suppliers to embed responsible sourcing practices into their business. Our Responsible Sourcing Standard defines priority areas for implementation.
To address salient human rights risks and foster positive outcomes across our value chain, we focus on strategic engagement and capacity-building with suppliers, strengthening relationships and driving continuous improvement. Transparency is enhanced through third-party platforms such as EcoVadis, Sedex, and UEBT, enabling robust compliance monitoring and prioritization based on country and sector risk. Grievance mechanisms, complemented by desktop assessments and on-site audits, support early detection, remediation, and ongoing progress.

Our risk screening tools and performance analyses underscore that our highest exposure lies within the botanical-related supply chains in EMEA, South America, and Southeast Asia. Key identified risks include child and forced labor, as well as working conditions, freedom of association & collective bargaining and occupational health & safety.

These insights guide prioritization plans and targeted mitigation in collaboration with Business Units. Continuous monitoring is reinforced by live-news alert systems and our Speak Up channel, ensuring timely response to potential impacts. Our policies and frameworks remain focused on preventing harm while promoting positive outcomes throughout the value chain. See Supplier engagement for more details.

Identifying sensitive supply chains and defining actions

Based on supplier performance reviews, risk analyses, and ongoing business reviews, our Responsible Sourcing at Source team identifies sensitive supply chains for further assessment. These undergo detailed evaluations to understand potential adverse impacts and determine how to minimize or remediate them.

In 2025, we launched a new, advanced Responsible Sourcing program for key natural ingredients. This program integrates desktop assessments with expanded field-based due diligence to identify salient risks and deploy mitigation measures. Through this program, the most frequently identified gaps versus our standards relate primarily to social impacts, such as health & safety, working conditions, wages and child labor. More details per focus area will be shared in our annual Human Rights report, which will be published on our website.

Stakeholder engagement in field assessments

The Responsible Sourcing at Source team works closely with procurement managers, Business Units, and internal sustainability functions, and where relevant, with NGOs and local partners, to develop targeted action plans for each identified issue. These plans clearly define the affected groups, required resources, implementation timelines, escalation pathways, and assigned ownership. Progress and effectiveness are monitored through follow-up field visits, scheduled according to the severity of the impacts and the deadlines set for corrective actions.

Equitable living standards

With sustainability at the core of everything we do, we build resilience for long-term success, not only for ourselves but for everyone connected to our business. Driven by this shared purpose, dsm-firmenich continues its commitment to advancing fair compensation for more people beyond our workforce.

As part of the Forward Faster Living wage working group of UNGC, we collaborated with selected suppliers operating in Sri Lanka, Colombia, and India to advance their living-wage journey. This program, supported by industry leaders, aims to build capabilities and align methodologies to promote living wages across global supply chains. In 2025, together with international experts, sponsors, and suppliers, the initiative developed a comprehensive training framework to enable organizations to progress on this critical topic using a unified approach.

We will continue to work with other suppliers, businesses, governments, and NGOs to create change and encourage the global adoption of living wage practices. We value a global approach on ensuring living wage payments will be verified in the same way and have been a sponsor of the IDH Living Wage Verification Guidelines assignment.

Actions to ensure inclusive sourcing and prevent discrimination and harassment in the workforce of suppliers

Every supplier must foster diversity, equity, and inclusion while ensuring a workplace free from discrimination and harassment. This commitment goes beyond policy, it is embedded in how we monitor, engage, and collaborate with our partners worldwide.
We leverage leading third-party assessment tools such as EcoVadis, SMETA, and TfS audits, which include dedicated modules on discrimination and harassment. These evaluations are complemented by our own on-site audits, where internal teams apply a comprehensive assessment toolkit to review anti-harassment and anti-discrimination policies, training records, and grievance mechanisms.

To ensure these measures translate into factual actions in the field, we conduct confidential interviews with workers to validate their awareness and assess the effectiveness of established policies and procedures. The findings are subsequently addressed through constructive dialogue with suppliers and, where necessary, the implementation of corrective actions—underscoring that accountability is the cornerstone of progress.

Grievance mechanisms and reporting

Reporting potential violations of our Supplier Code, Responsible Sourcing Standard, or external commitments is essential to transparency and accountability. Our Speak Up grievance channel — anonymously managed by an independent external provider — allows value chain workers to report concerns securely.

A model for collective action

Where collective action is essential, we engage actively in responsible sourcing coalitions, such as the Fair Labor Association for the jasmine supply chain in Egypt and UEBT for the rose supply chains in Bulgaria and Turkey.

In Egypt, our coalition partners include the Fair Labor Association, the International Labour Organization, more than 15 jasmine producers and buyers, the Egyptian government, and local civil society organizations. Together, we work to protect children and promote decent working conditions in the jasmine sector.

Continuing the momentum from last year's annual report, 2025 saw our coalition deepen its engagement in field-level interventions. Launched in 2024, the initiative targets the root causes of child labor and strives to improve working conditions through a holistic, four-pillar approach: economic resilience, education and child protection, human rights due diligence, and advocacy. The coalition's approach is rooted in collaboration and transparency. By leveraging the expertise of international organizations, local partners, and government agencies, we are driving systemic change in the jasmine supply chain. Our efforts go beyond compliance, focusing on sustainable solutions that address the underlying drivers of child labor and empower communities.
Building on our significant progress, we are excited to further extend our impact by expanding monitoring coverage, strengthening sourcing practices, and deepening community engagement. These efforts will help us continue to enhance the welfare of workers and their families. Our commitment to responsible sourcing within Egypt's jasmine sector remains unwavering. We are dedicated to fostering innovation and strengthening collaboration with our partners to establish a more sustainable production system that benefits local communities.

Key activities and achievements delivered in 2025

Responsible sourced jasmine – coalition impact

Working jointly with industry partners and local stakeholders, the Jasmine Coalition is driving progress through a set of focused impact actions, including:

- Delivered tailored entrepreneurial and financial literacy training to over 340 pickers and farmers, with a strong focus on women's participation
- Supported access to financial services, including prepaid cards, savings accounts, and microloans, enabling families to improve their livelihoods
- Enrolled more than 2,600 children in summer school programs and awareness sessions on children's rights
- Piloted night childcare facilities and trained community monitors to support safe environments for children
- Distributed personal protective equipment (PPE) to over 15,000 jasmine pickers, including headlamps, waterproof boots, and jackets
- Organized 23 medical convoys and mobile clinics, providing nearly 20,000 medical services — primarily to women and children — and conducting over 1,000 medical exams
- Deployed 40 monitors across 21 villages, conducting thousands of visits and working closely with local child protection committees to strengthen community-based safeguards and promote responsible practices.
- Completed a legal and policy gap analysis, leading to government-approved recommendations
- Facilitated training for nearly 200 participants from key ministries and agencies, integrating jasmine sector progress into national reporting frameworks

Advancing supplier diversity and inclusion

To further monitor and encourage supplier diversity and inclusion, ensuring that our purchasing decisions reflect our values, the below three initiatives are in place:

- Our global SAP procurement system enables classification of suppliers across multiple criteria, including diversity
- A local Supplier Diversity program: Supporting women-owned and ethnic minority-owned businesses, reinforcing our commitment to equitable economic opportunities
- A global inclusive Sensory Panels program: Partnering with agencies in China, Mexico, the UK, Switzerland, India, South Africa, and Singapore to hire blind and visually impaired professionals for sensory evaluation panels — bringing unique perspectives to product development and promoting workplace inclusion

Grievance mechanisms – workers' survey

We partnered with Ulula to conduct a worker survey at our Apodaca and El Salto sites in Mexico, focusing on facility management services. This initiative engaged agency workers from cleaning and security suppliers to better understand their working conditions and safeguard human rights. Insights from the survey informed corrective actions aimed at improving access to grievance channels, wage transparency, and worker representation. This work strengthens our commitment to ethical sourcing and responsible practices across our value chain.

Metrics and targets

In 2025, we strengthened our due diligence approach by addressing salient issues identified through audits and grievance channels. These findings highlighted areas of concern around working conditions and human rights compliance. In response, we rolled out targeted supplier training programs and equipped partners with tools to prevent violations and foster safe, fair workplaces. As a result, we trained more than 350 targeted suppliers identified based on our desktop due diligence process.

For metrics and targets covering both social and environmental aspects, please refer to the Engaging with our supply chain section.

Consumers and end-users

Impact, risk, and opportunity management

In 2025, the global nutrition and hunger crisis remained deeply concerning, shaped by persistent conflict, climate extremes, economic instability, and displacement.

According to the 2025 State of Food Security and Nutrition in the World (SOFI) report, between 638 and 720 million people — up to 8.8% of the global population — faced hunger in 2024, with 2.3 billion experiencing moderate or severe food insecurity. While some regions have seen modest recovery, hunger continues to rise in Africa and Western Asia.

The 2025 Lancet Countdown underscores that climate-related disruptions and systemic inequities are undermining progress toward global nutrition targets, particularly in low-income countries, and warns that without urgent action, the world remains off track to meet Sustainable Development Goal 2: Zero Hunger by 2030.

The affordability of healthy diets remains a major barrier to improved nutrition. In 2025 2.55 billion people could not afford a healthy diet, with the global average cost reaching USD 4.50 per person per day in purchasing power parity. Although some regions saw slight improvements due to rising incomes, affordability worsened in sub-Saharan Africa and other low-income countries, where food price inflation continues to outpace overall inflation. The 2025 EAT-Lancet Commission estimates that more than half of the global population lacks regular access to nutritious diets, highlighting the urgent need for systemic transformation of food systems to ensure equity, sustainability, and health. Without coordinated investment and policy action, millions remain at risk of malnutrition and its long-term consequences.

Actions and resources

Amid growing global challenges, dsm-firmenich has strengthened partnerships with leading organizations while mobilizing internal expertise and resources.

Partnerships for nutrition and health

It is in this harsh context that dsm-firmenich reinforced its partnerships with global partners -including the World Food Programme (WFP), the Gates Foundation (GF), and World Vision International and continued its engagement with Africa Improved Foods.

These partnerships do not only address urgent humanitarian needs but also lay the foundation for long-term, sustainable impact. Through a combination of scientific expertise, innovation, and strategic advocacy, dsm-firmenich continues to support solutions that deliver immediate relief while advancing quality nutrition systems that endure beyond crisis.

In 2025, the partnerships were supported by in-kind, direct and indirect financial contributions close to €2 million a year and have been managed by a team within Group Sustainability in close collaboration with relevant Business Units (such as the HNC Nutrition Improvement team) and Business Partners (such as Human Resources and Group Communications).

UN World Food Programme (WFP)

Since 2007, dsm-firmenich and WFP have combined their strengths: our leading scientific and technological nutrition expertise, and WFP's global reach and deep experience supporting vulnerable populations. Together, we have helped improve the diets and lives of tens of millions through innovative nutrition and fortification solutions.

One of the most effective strategies we have advanced is food fortification: enhancing commonly consumed staples with essential micronutrients. This approach is not only cost-effective and culturally sensitive, but also a vital climate adaptation measure, especially in regions where climate change and biodiversity loss have reduced dietary diversity and access to nutritious, locally produced food.

A key example is rice fortification: the partnership has supported the inclusion of fortified rice in national social protection programs, such as school meals, helping ensure consistent access to nourishing food. To date, these efforts have contributed to expanding production, availability, and consumption of fortified rice in over 20 countries, indirectly reaching more than 730 million people annually.

In addition to rice fortification, the partnership latest data impact from 2024, indicate that the following was achieved:

- Reached 30.2 million people with fortified and nutritious food products enhanced by the partnership
- Reached 23.6 million people through rice fortification and retail projects in the context of WFP country programs (15% increase from 2023)
- An additional 720 million people received fortified rice through social protection programs in countries that were previously in the partnership (44% increase from 2023)
- Reached 8.5 million individuals via social behavior change (SBC) activities (77% increase from 2023)
- Approximately 1,300 retailers, community leaders, health workers, and school staff were trained on rice fortification cooking practices, promotion, and/or stock/business management.
- Strengthened food systems by providing technical support to 421 millers to produce fortified rice and maize flour (83% increase from 2023)
- Drove sustainable progress toward eradicating malnutrition by combining innovation with a systemic approach

It is important to note that since early 2025 the partnership has been operating in an increasingly strained humanitarian landscape, marked by severe funding reductions and escalating crises across multiple regions. WFP faced a 40% drop in funding, which risks pushing up to 13.7 million people from crisis into emergency levels of hunger, with ration reductions, suspended meal programs, and pipeline breaks threatening the lives of the most vulnerable.

Amid these challenges, dsm-firmenich reaffirmed its commitment to the partnership, a message strongly conveyed during a joint field visit to the Kakuma refugee camp in Kenya in November 2024. The visit was followed by a global dsm-firmenich townhall in March 2025, where Rania Dagash-Kamara, WFP's Assistant Executive Director for Partnerships and Resource Mobilization, shared compelling insights into the critical role of the partnership in sustaining nutrition efforts during this time of unprecedented need.

The partnership with WFP focuses on the following workstreams:

- Reaching the most vulnerable at scale, which entails increased integration of fortified staples into institutional demand and humanitarian programs
- Strengthening impact by improving the quality of fortified staples
- Identifying potential innovative solutions to further address micronutrient deficiencies

This new partnership initiatives aims to impact more than 60 million people in four regions and 32 countries by 2027.

In 2025, the partnership delivered impact at both policy and implementation levels. At the policy level, it supported the development of rice fortification standards and quality monitoring guidelines in Kenya and Nigeria, reinforcing national frameworks for improved nutrition. On the ground, pilots introducing fortified rice in school feeding program in Cambodia and fortified wheat flour in Tajikistan, alongside trainings and technical trials with millers were initiated.

World Vision International

Our partnership with World Vision International has focused on developing an affordable and sustainable Multiple Micronutrient Supplementation MMS value chain to contribute to the improvement of the nutritional status of pregnant and lactating women in the Philippines. Together with World Vision International and Sight and Life, we worked on the co-creation of a viable, repeatable and scalable MMS project model with the support of the Philippines Government. Following the project baseline in 2024, the MMS were delivered in-country and the distribution to 1,859 women in four remote pilot locations kicked off. This pilot required the training of more than 151 health workers to ensure the proper distribution, monitoring and data collection for the project. In parallel, the project team has been engaging with government bodies and other relevant stakeholders to ensure mainstream access to MMS after the pilot phase, through national maternal health and nutrition programs.

Africa Improved Foods (AIF)

AIF is a social enterprise with the mission of helping people in Rwanda and the wider region achieve their full potential by producing high-quality nutritious foods from local ingredients.

AIF was launched in 2016 in Rwanda as a public private partnership between the Government of Rwanda and a consortium comprising the former DSM, the Dutch Development Bank, DFID Impact Acceleration Facility managed by CDC Group plc, and the International Finance Corporation, the private sector arm of the World Bank Group.

2025 was a difficult year, globally, for the battle against hunger and malnutrition. The need grew within Africa, but traditional funding sources were considerably down. The AIF team, meanwhile, ensured that they remained a responsible player in the sector, working to find other avenues to fund the production and distribution of their products. In parallel, AIF remained engaged with WFP and other agencies to secure orders from them to the extent possible within this new funding reality. As a caring employer, AIF did its utmost to avoid forced attrition and meet social commitments with farming communities and service providers despite these adverse pressures.

The Gates Foundation

The Gates Foundation shares our goal of helping women and children receive the nutrition they need to live healthy, productive lives. We collaborate on a number of initiatives that seek to increase the availability, access, quality, and compliance of large-scale food fortification.

One example is the Millers for Nutrition (M4N) coalition, where we are a founding member. M4N supports millers in fortifying staple foods such as rice, edible oil, and flour across eight countries to combat micronutrient deficiencies.
countries to combat micronutrient deficiencies.

Through M4N, we provide technical support to millers and partners to help improve access to quality premix and ensure compliance with national standards. As of 2025, 750 millers have joined the coalition, reaching over 560 million people with fortified staple foods. The coalition aims to reach 1 billion people by the end of 2026.

Other joint initiatives include DFQT+ (Digital Fortification Quality Traceability Plus), a digital system that tracks micronutrients from production through consumption to strengthen quality and accountability. We also collaborate on a bouillon fortification project in West Africa, using widely consumed bouillon cubes to deliver essential vitamins and minerals and reduce micronutrient deficiencies.

Metrics and targets

Building on our industry-leading capabilities in nutrition science and innovation, dsm-firmenich develops scalable solutions — including micronutrient powders, public-health supplements, and staple food fortification — to improve access to essential vitamins and minerals. By fortifying everyday foods such as flour, oil, and rice, and working in close partnership with governments, non-governmental organizations, and the private sector, we aim to extend these solutions to one billion people by 2030 (annually, not cumulatively), helping to combat hidden hunger and micronutrient deficiencies worldwide. The methodology for measuring progress towards our target will incorporate the upcoming ANH separation, which will lead to the carve-out of our vitamin A production.

Through our nutrition improvement segment, acting both independently and through our partnerships, we reached 775 million people in 2025 around the world. More information with regard to the methodology can be found in Appendix to the Sustainability Statements. Additional information on the impact of our products and solutions can be found in Health, Nutrition & Care.

	2025	2024
Number of people (million)[1]	775	759

1 The number of people reached in 2024 (2024: 620 million) was restated due to a change of methodology.

Picture from WFP– Lisa Murray

Governance information

SUSTAINABILITY STATEMENTS > GOVERNANCE INFORMATION > GOVERNANCE INFORMATION

Business conduct

Impact, risk, and opportunity management

A dedicated Business Ethics team, which reports to our Chief Legal, Risk and Compliance Officer, oversees our observance of ethical and legal standards, and guides our interactions with colleagues, our Business Partners, and the world.

In 2025, our focus was to establish the foundations of our ethics and compliance framework, ensuring that our program is strong, resilient, fit for purpose, and responsive to the evolving needs of our organization and our stakeholders.

At least on a quarterly basis, the Business Ethics team reports and escalates compliance issues and initiatives to the Group Ethics Committee (GEC). The GEC oversees, assesses and enhances ethics and integrity across the company, based on the Code of Business Ethics and Group policies. The GEC plays a crucial role in maintaining an ethical culture and ensuring that the organization operates with accountability.

The GEC consists of:

- Chief Executive Officer
- Chief Financial Officer
- Chief Human Resources Officer
- Chief Legal, Risk and Compliance Officer – Chair
- Head of Business Ethics – Secretary

Identifying and managing bribery and corruption risks

We focus on preventing corruption and bribery by establishing effective countermeasures. Our Anti-Bribery and Corruption policy shapes our internal regulatory framework by defining the principles and areas for attention. From this, we derive a set of standards that address the main risk areas. These were further strengthened in 2025. Moreover, a multi-disciplinary third-party risk assessment was conducted to gauge the risk of bribery and corruption, among other things. As a result, we implemented further process improvements and identified areas requiring more attention. Reflecting both the enhancements in 2025 and our continued focus on preventing corruption and bribery through effective measures, during the year, we:

- Continued our review of donations and sponsorships and the suitability of our philanthropic initiatives and partners
- Supplemented the Conflict of Interest Standard with a section providing guidance on managing potential or actual conflicts of interest during the recruitment process
- Launched a new Gifts and Entertainment Standard, replacing earlier requirements to cover the giving and receiving of gifts and participation in entertainment activities with individuals outside dsm-firmenich
- Commenced work on a Group standard to harmonize our Anti-Bribery and Corruption Third-Party Risk checks. This ensures due diligence vis-à-vis our Business Partners

Gathering data through dedicated mechanisms linked to each of the aforementioned standards also helps the company to ensure their consistent application, to identify trends, analyze data relationships, and proactively address potential risks.

The aim of these standards is not only to establish a set of rules to protect the company and its workforce but also to provide clear guidance to employees on the part they play in fostering an ethical business environment. The standards are shared via dedicated communication and training programs, complementing the imperative learnings enshrined in our Group Mandatory Trainings.

Group Mandatory Trainings

Training is a key tool to mitigate the risk of breaches of ethical standards, foster ethical behavior and support effective implementation of our business conduct policies. In 2025, the company further strengthened its mandatory compliance training framework with the objective of achieving full coverage across the workforce. Between October 2024 and August 2025, five mandatory trainings were rolled out: Code of Business Ethics (CoBE), Anti-Bribery and Corruption (ABC), People-Centric (including Work Respect and Harassment Prevention), Physical and Cyber Security, and Safety, Health and Environment (SHE). All employees are required to complete the five mandatory trainings. These trainings are subject to a two-year review and refresh cycle.

By the end of 2025, completion rates for all five mandatory trainings for internal employees exceeded 96%, demonstrating a high level of awareness, engagement, and compliance across the organization.

Metrics and targets

The expected positive impact of our corporate culture is measured through the Employee Engagement Survey. See more information in Own Workforce, Inclusion and Belonging.

Speak Up and incidents of corruption and bribery

In 2025, we processed 218 reports via Speak Up (2024: 163), including ANH. All were investigated. Substantiated complaints on issues such as workplace harassment, mistreatment, conflicts of interest, labor practices, or SHE-related issues, led to terminations, written warnings, trainings, process improvements, among other things.

Five cases related to potential bribery and corruption were reported via Speak Up in 2025 (2024: three). Each case was subject to internal investigation. While allegations could not be substantiated, all reports were taken seriously and reviewed thoroughly in line with our commitment to integrity and accountability. No convictions or fines relating to anti-corruption and bribery laws have been reported. More information can be found in Speaking up in Business Ethics.

Appendix to the Sustainability Statements

SUSTAINABILITY STATEMENTS > APPENDIX

Appendix to the Sustainability Statements

1. Methodologies

Selection of topics

The topics covered in this Report were selected on the basis of our materiality analysis, which assessed the relevance and impact of selected topics for both our company and various stakeholders. The sustainability data is qualitative and quantitative; the qualitative information can also contain quantitative elements. The materiality matrix and the process by which it is created is described in General information.

Scope

The sustainability data in this Report covers all entities that belong to the scope of the Consolidated Financial Statements. In the value chain, sustainability data relates primarily to Tier 1 suppliers. Unless otherwise explicitly stated, the sustainability data in this Report have not been verified externally.

Divestments

Environmental data is reported until the moment control of the divested entity is transferred, and social data until the end of the month in which control of the divested entity is transferred. The date on which control of the company is transferred generally coincides with the date a divestment is closed, and control of the shares is transferred to the new owner.

Methodology descriptions

In the following pages, we describe how we have calculated the metrics included throughout the Sustainability Statements. This includes mandatory disclosures in line with ESRS, voluntary (partial) disclosures that are consistent with ESRS and entity-specific metrics that have been prepared following the Transitional provision related to entity-specific disclosures in ESRS 1.

The methodology descriptions include information under the following sections:

- Disclosure requirements
- Definitions
- Calculation methodologies
- Judgements and uncertainties

Area	Disclosures
Environmental emissions	E1-4 Targets related to climate change mitigation and adaptation; E1-5 - Energy consumption and mix E1-6 - Gross Scope 1 & 2 emissions E3-3 Targets related to water and marine resources E3-4 - Water consumption **Voluntary**: E2-4 Pollution of air, water and soil; E5-5 Resource outflows
Scope 3 emissions	E1-6 Gross Scope 3 emissions
Substances of (Very High) Concern	E2-5 – Substances of concern and substances of very high concern
Biodiversity	E4-4 – Targets related to biodiversity and ecosystems E4-5 – Impact metrics related to biodiversity and ecosystems change
Employee characteristics	S1-6 – Characteristics of the undertaking's employees S1-9 – Diversity metrics **Voluntary:** Total training hours
EES, inclusion and GMT diversity	S1-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities S1-9 – Diversity metrics
Health and safety	S1-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities S1-14 – Health and safety metrics
Collective bargaining	S1-8 – Collective bargaining coverage and social dialogue
Compensation-related metrics	S1-16 – Compensation metrics (pay gap and total compensation) **Voluntary:** S1-10 – Adequate wages
Human rights reporting	S1-17 – Incidents, complaints and severe human rights impacts
Procurement related metrics	ESRS 2 – Entity specific S2 - Entity specific
Responsibly sourced key natural ingredients	S2-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities S2 - Entity specific
Nutritional improvement	S4-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities S4 - Entity specific
Bribery and corruption	G1-4 – Confirmed incidents of corruption or bribery

Environmental emissions

Disclosure requirements

- E1-4 Targets related to climate change mitigation and adaptation
- E1-5 - Energy consumption and mix
- E1-6 - Gross Scope 1 & 2 emissions
- E3-3 Targets related to water and marine resources
- E3-4 - Water consumption
- Voluntary: E2-4 Pollution of air, water and soil, and E5-5 Resource outflows

Environmental indicators are reported in accordance with the ESRS E1 Climate change, E3 Water and marine resources, and E5 Circular economy standard.

Definitions

- Energy consumption: Total energy used on site, including electricity, fuels, and heat, disaggregated by source and type
- Scope 1 emissions: Direct GHG emissions from owned or controlled operations, including combustion of fuels and process emissions
- Scope 2 emissions: Indirect GHG emissions from purchased electricity and heat, reported using both market-based and location-based methods
- Water withdrawal: Total water drawn into the site from all sources
- Water discharge: Total water leaving the site boundary
- Water consumption: Water withdrawal minus water discharge
- Resource outflows: All waste streams leaving the site, categorized by type and treatment
- Renewable electricity: We consider renewable electricity, as electricity from renewable sources such as wind, solar, geothermal, sustainably sourced biomass (including biogas and biomethane) and sustainable hydropower. Renewable electricity is sourced using various instruments such as self-generation, direct procurement from renewable generators, retail contracts and unbundled Energy Attribute Certificates (EACs). In certain markets a double counting risk exists. To prevent this risk, instruments such as contracts are used to ensure credibility and verifiability.

Calculation methodologies

Targets related to climate change mitigation and adaptation: Scope 1 & 2, and renewable electricity: Near-term and net-zero emissions reductions targets have been set by dsm-firmenich and validated by the Science Based Targets Initiative (SBTi). The base year is calendar year 2021; January 1, 2021, until December 31, 2021. All Scope 1 & 2 (market-based) emissions are in scope. An additional target on the purchasing of renewable electricity was also set.

Energy: Energy consumption is reported as the total energy used on site, including electricity, fuels, and heat, whether purchased or self-generated, and is disaggregated by renewable and non-renewable sources. Data is collected from invoices, meter readings, and validated calculations, with conversion to standard units (low heating value for fuels) and application of appropriate emission factors. The percentage of renewable energy is determined by the share of renewable electricity, heat, and fuels in total consumption, following IEA and RE100 guidelines.

Scope 1 & 2 emissions: Scope 1 emissions are calculated based on fuel consumption and process activity data collected from site-level meters, invoices and operational logs. Emissions factors are applied to calculate the corresponding emissions.

Scope 2 emissions are calculated based on the amount of purchased electricity, steam, heat or cooling collected from invoices, meter readings or site records. Emissions are calculated for both location-based and market-based approaches. Location-based uses the average grid emission factor for the country or region, market-based uses supplier-specific emission factors. Renewable electricity (on the basis of credible certificates or contracts), the supplier-specific emission factor is zero or near zero.

All calculations follow the GHG Protocol, with biogenic CO_2 reported separately.

Targets related to water and marine resources: water efficiency improvement in water-stressed areas: The water efficiency target encompasses all dsm-firmenich sites located in a water-stressed area, defined as sites scoring "high" or "very high" for water stress for baseline or 2030 business as usual scenario, according to WRI Aqueduct database. It accounts for the quantity of water withdrawal from freshwater (excluding once-through-cooling), groundwater or third-party sources per ton of product. Efficiency improvement is calculated by comparing real water withdrawal of the reported year to the expected water withdrawal if water intensity would have been the same as in baseline year 2023.

Water consumption: Water consumption is defined as the difference between total water withdrawal and total water discharge, representing water not returned to the environment or third parties. Data is obtained from metering, validated calculations, and process engineering estimates, with all sources and assumptions documented in site SOPs. For material sites, water balances are maintained and meters are calibrated according to a defined plan.

Voluntary indicators: E2-4 Pollution of air, water and soil: Emissions to air (e.g., VOCs, SO_2, NO_x), and water (e.g., COD, N, P) are reported for all material sources, using a combination of direct measurements, mass balances, and calculations based on production and process data. Methodologies are aligned with local regulatory requirements and international standards.

On Phosphorous (P) and Nitrogen (N) emissions, the P+N efficiency ambition encompasses all sites located in areas with high water pollution index, defined as sites scoring 4 or more in Science Based Targets for Nature (SBTN) tool "State of Nature Water Layers". It accounts for the net quantity of P+N released to fresh or sea water per ton of product. Efficiency improvement is calculated by comparing real net P+N of the reported year to the expected net P+N using the intensity of baseline year 2023.

E5-5 Resource outflows: Waste generation and disposal are reported by category and by treatment method. Data is sourced from site weighing systems, waste registers, and contractor invoices, with estimates used only where direct measurement is not feasible.

Judgements and assumptions

- Materiality: Reporting focuses on material contributors, as determined by annual assessments
- Data quality: Preference is given to direct measurement; estimates are used only when necessary and are documented
- Emission factors: Updated annually and aligned with international standards
- Reporting boundaries: All sites under financial control are in scope for reporting. Sites may be excluded for material reasons
- Uncertainty: Where estimates or proxies are used, uncertainty is documented and efforts are made to improve data quality over time

Scope 3 emissions

Disclosure requirements

- E1-4 Targets (Scope 3)
- E1-6 GHG emissions Scope 3

Scope 3 GHG emissions are reported in accordance with the Greenhouse Gas Protocol, the ESRS E1 Climate Change standard, and SBTi requirements. They are disclosed in metric tons of CO_2-equivalent (tCO_2e), disaggregated by category, and as intensity per net revenue.

Definitions

- Scope 3 emissions: Indirect emissions (CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, NF_3) that occur in both upstream and downstream value chain, outside our direct control
- Emission factor: The amount of GHG emitted per unit of material or activity (e.g., kg CO_2e/kg, kg CO_2e/€). Emission factors are reviewed and updated annually
- Environmentally Extended Input-Output (EEIO): A method using economic data and sectoral emission factors to estimate emissions for indirect spend

Calculation methodologies

Scope 3 target: Our near-term and net-zero reduction targets have been SBT-validated. The base year is calendar year 2021; January 1 until December 31. The target covers 4 categories:

- Category 1: Purchased goods and services 90%
- Category 3: Fuel and energy related activities 100%
- Category 4: Upstream transportation and distribution 100%
- Category 5: Waste generated in operations 100%

Category 1: Purchased goods and services direct spend (production-related): Emissions are calculated via supplier-specific cradle-to-gate emission factors if available. Where not available, industry-average emission factors from LCA databases (ecoinvent, WFLDB, Agri-footprint) are used. For remaining spend, we extrapolate using weighted averages.

Indirect spend (non-production-related): Calculated using EEIO emission factors (USEEIO, DEFRA) applied to spend data for facility management, digital and technology, and technical services. Exclusions: capital goods, water/waste management, mobility/hotels

Category 2: Capital goods: Emissions from capital goods (mechanical equipment, civil services, process controls, investments) are calculated using spend-based methods with industry-average EEIO emission factors.

Category 3: Fuel- and energy-related activities (not included in Scope 1 or 2): Emissions from extraction, production, and transport of fuels and purchased energy. Calculated using activity data (fuel/energy purchased) and region or country-specific emission factors. Includes transmission and distribution (T&D) losses.

Category 4: Upstream transportation and distribution: Emissions from transportation we purchase (road, marine, ground, air, warehouse storage. Shipment data is processed in Transvoyant using the distance-based method and remaining emissions are extrapolated based on shipment volumes or spend data.

Category 5: Waste generated in operations: Emissions from third-party treatment/disposal of waste generated at our sites, such as process and non-process hazardous or non-hazardous waste. Calculated using waste-type specific methods and emission factors for each treatment (e.g., landfill, incineration, recycling).

Category 6: Business travel: Emissions from air, rail, car (taxi, rental, employee-owned), and public transport. Major travel service providers supply primary emissions data (covering ~73–75% of travel), with extrapolation for full coverage. Emission factors are from ecoinvent; hotels emissions are disclosed under optional.

Category 7: Employee commuting: Calculated via HR data on employee numbers, assumptions on transport mode split (70% car, 30% public transport), working days, and average commute distance. Emission factors are from ecoinvent.

Category 8: Upstream leased assets: Emissions from leased cars (supplier data) and offices (from employee numbers, region, and average office space per employee). Emission factors are region-specific and based on ecoinvent.

Category 9: Downstream transportation and distribution: Emissions from storage of sold products in warehouses and distribution centers (not owned/controlled by dsm-firmenich). Calculated using sales volumes and emission factors for storage.

Category 10: Processing of sold products: Emissions from the first downstream processing step at the first off-taker of dsm-firmenich products. 100% of emissions from mixing are conservatively allocated to dsm-firmenich products, using sales volumes and energy mixing emission factors.

Category 11: Use of sold products: Emissions are based on the metabolized fraction via product-specific carbon content and molecular composition. Emissions are reported under optional being indirect use phase emissions Remaining emissions are in Category 12.

Category 12: End-of-life treatment of sold products: Emissions from waste disposal or treatment of all products and packaging we sell at end-of-life. Calculated via product volumes, carbon content, packaging data, treatment shares, and emission factors for each method.

Category 15: Investments: Emissions from investments not already covered in Categories 1–14. Entities are evaluated for relevance; emissions are calculated using net sales, dsm-firmenich sales share, and sector-specific emission factors (from EEIO databases).

Non-relevant categories: Categories 13 (Downstream leased assets) and 14 (franchises) as we do not have activities in these areas.

Judgements and assumptions

- Data quality: Supplier-specific emission factors are prioritized and industry averages used where necessary. Reviews are annual or quarterly for supplier-specific factors
- Extrapolation: Where data is incomplete, emissions are extrapolated based on purchased volume averages or spend.
- Emission factor hierarchy: Used emission factors are prioritized as follows: supplier-specific > weighted average > industry average > in-house LCA model > proxy > extrapolation. Uncertainty is highest where extrapolation or proxies are used
- Biogenic emissions: Reported separately if relevant, in line with GHG Protocol and ESRS
- Carbon credits/offsets: Only reductions within the value chain are counted; external offsets are not used for SBTi/ESRS compliance except for net-zero residuals

Substances of (very High) Concern

Disclosure Requirements

- E2-5 Substances of Concern and substances of very High Concern

Substances of Concern (SoC) and substances of very High Concern (SvHC) are reported in accordance with the ESRS E2 Pollution standard. They are disclosed in metric tons of SoC and SvHC that leave the company's facilities as products, or as part of products or services disaggregated by hazard class.

Definitions

- Substance of Concern (SoC): A chemical element or compound meeting the criteria in Article 57 of REACH and/or classified in Annex VI of CLP Regulation (EC No. 1272/2008) with relevant hazard statements
- Substance of very High Concern (SvHC): Substances identified on the ECHA Candidate List under Article 59(1) of REACH
- Main hazard class: Grouping of substances by hazard statements, as described in ESRS Annex II Table 2 on Terms defined in the ESRS - Substances of Concern.

Calculation methodologies

Total mass volumes of SoC and SvHC are determined by integrating product sales data with detailed composition information from our two main product data platforms. Substances present in products are identified and quantified using standardized chemical identifiers, i.e., CAS-number, and are matched against current regulatory lists to establish their classification as SoC or SvHC. A materiality threshold is applied, whereby substances present at concentrations below 0.1% in any product are excluded from the analysis. Substances lacking standardized identifiers are also excluded. For the purposes of reporting and given the nature of our business, it is assumed the mass volume of substances purchased or produced is equivalent to the mass volume present in products sold.

Judgements and assumptions

- Sales volume equivalence: It is assumed that the mass volume of substances purchased/produced equals the mass volume in products sold, given the nature of dsm-firmenich's business
- Exclusion of samples: Samples are excluded from reporting. The impact of this exclusion has been judged to be low
- Cut-off threshold: A 0.1% cut-off is applied to focus on substances that materially contribute to SoC/SvHC volume. Quantitative assessment shows low impact on overall results.
- CAS number requirement: Only substances with CAS numbers are included. The impact of excluding substances without CAS numbers is assessed and documented internally.
- Use of estimates: No estimates are used in the reporting of SoC/SvHC
- Identification of substance: Substances of Concern are identified based on the hazard statements included in Annex VI. The source lists are updated throughout the year. For the analysis the following lists are used: SVHC candidate list downloaded October 31, 2025 from https://echa.europa.eu/candidate-list-table Hazardous substances classification (SoC list) ATP21 from https://echa.europa.eu/information-on-chemicals/annex-vi-to-clp

SoC hazard class	Hazard statement
Art. 59(1) reach: candidate list (SVHC)	as per candidate list
Carcinogenic, cat. 1 and 2	H350, H351
Mutagenic, cat. 1 and 2	H340, H341
Reprotoxic, cat. 1 and 2	H360, H361
Persistent, bioaccumulative, toxic (PBT)	H440
Very persistent very bioaccumulative (vPvB)	H441
Persistent, mobile, toxic (PMT)	H450
Very persistent, very mobile (vPvM)	H451
Endocrine disruption: human health	H380, H381
Endocrine disruption: environment	H430, H431
Respiratory sensitization, cat. 1	H334
Skin sensitization, cat. 1	H317
Chronic hazard to the aquatic environment, cat. 1-4	H410, H411, H412, H413
Hazardous to the ozone layer	H420
Specific target organ toxicity - repeated exposure, cat. 1 and 2 (STOT RE)	H372, H373
Specific target organ toxicity – single exposure, cat. 1 and 2 (STOT SE)	H370, H371

Biodiversity

Disclosure Requirements

- E4-5 – Impact metrics related to biodiversity and ecosystems change
- Entity-specific metric on biodegradability

Environmental indicators are reported in accordance with the ESRS E4 Biodiversity and ecosystems standard. The company made a commitment to have 90% of the washable products ultimately biodegradable by 2030. Related to this commitment our company is disclosing the percentage of biodegradable raw materials (readily and ultimately) of the total portfolio.

Definitions

- Biodegradation: the breakdown of organic substances into simpler components by microorganisms, which can be measured through various tests with corresponding OECD test protocols.
- Ultimately biodegradable: the complete biodegradation of a substance into its basic elements, such as carbon dioxide, water, and inorganic minerals, by microorganisms under specified test conditions. To be considered ultimately biodegradable, a substance typically needs to break down by at least 60% according to international testing guidelines such as OECD 301.
- Readily biodegradable: If 60% of degradation is reached within a 10-day window in a 28-day OECD 301 test period, the material is considered readily biodegradable.
- Washable products: applications where products are rinsed-off at the use phase or end-of-life, leading to these products entering the aquatic systems through drainage.

Calculation methodologies

The scope consists of the washable products in the Perfumery & Beauty (P&B) Business Unit, consisting of Fine Fragrance, Ingredients and Beauty & Care business segments, and the different application and subsegments of these businesses where the products could be rinsed off after usage at end-of-life.

The calculation and disclosure of the percentage of ultimately biodegradable products within the washable universe leverages the OECD 301/302/310 standards. Sales data for the in-scope products, and product composition data are utilized. Biodegradability is established at ingredient level. If an ingredient is a mixture, biodegradability is based on the percentage (by weight) of biodegradable components in the ingredient. Biodegradability is calculated by multiplying each product's sales volume by its total composition of ingredients considered ultimately biodegradable. The percentage is calculated by summing these values and dividing them by the total volume of the washable universe.

Judgements and assumptions

- Water (also called eau de ville, eau déminéralisée): excluded from the scope as it is an inorganic compound.
- Items without test results: Items without biodegradability test results are considered not biodegradable.

Employee characteristics

Disclosure Requirements

- S1-6 – Characteristics of the undertaking's employees
- S1-9 – Diversity metrics

Social indicators are reported in accordance with the ESRS S1 Own workforce standard. The company aims to provide transparent insight into our employment practices, including the measures used to promote workforce stability and job security. The company also aims to provide transparent information on gender diversity at top management level.

Voluntary reporting on Total training hours

Definitions

- Own Workforce: Employees who are in an employment relationship with the undertaking ('employees') and non-employees who are either individual contractors supplying labor to the undertaking ('self-employed people') or people provided by undertakings primarily engaged in 'employment activities' (NACE Code N78).
- Non-Employees: Non-employees in an undertaking's own workforce include both individual contractors supplying labor to the undertaking ("self-employed people") and people provided by undertakings primarily engaged in "employment activities" (NACE Code N78).
- Permanent Employees: A permanent employee is hired by a company with no predetermined end date and typically receives a full benefits package.
- Temporary employees (temporary contracts): Temporary contracts are used within the company to backfill absences and temporary leave, cover peak workload periods, and address country-specific practices for probation periods. It also includes all students, trainees and internships.

Total training hours: hours trained on learning platforms consumed by the own workforce.

Calculation methodologies

Characteristics calculated and reported include the employees:

- By gender distribution (male, female and not disclosed)
- By geographical distribution, by significant country
- By employment type which includes contract type namely: permanent, temporary, non-guaranteed hours and non-integrated- acquisitions
- Diversity indicators (executives, management, other and non-integrated acquisitions)
- By age bracket (<30 years, 30–50 years, >50 years and unknown)

Judgements and assumptions

- Significant countries: countries where the company has at least 50 employees which is at least 10% of the total employee count.
- Management levels: Executives are Vice Presidents, Presidents, and C-suite officers, with some minor exceptions. Management are Directors, Managers, and Experts, with some minor exceptions. Other refers to all other employees.

EES, inclusion, and GMT diversity

Disclosure Requirements

- S1-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities
- S1-9 – Diversity metrics

Social indicators are reported in accordance with the ESRS S1 Own workforce. The company aims to provide transparent insight into employment practices, including the measures used to promote workforce diversity, equity and inclusion (DE&I).

Definitions

- Employee Engagement Survey (EES): People are prioritized and encouraged to voice their views through various platforms, including the annual Employee Engagement Survey and regular feedback mechanisms. These efforts provide insights on engagement, inclusion, and integration, helping address issues proactively. The EES includes specific questions which are grouped to analyze the results in specific topics such as employee engagement, intention to stay, inclusion, unity and people management which are also disclosed. The number of participants in the EES is measured to calculate the participation rate.
- Global Management Team (GMT) List: Includes members of the Executive Committee, Job Bands B-E, TTH Creators in Job Band F, LTI-eligible employees in Job Band F.
- GMT Diversity: The process of identifying and tagging employees who are within the GMT list.
- Employee Engagement and Inclusion: Employee Engagement and Inclusion are measured annually as part of the EES, including scores for employees self-identifying as minorities. Regular surveys, meetings, and feedback sessions support focused action planning across Business Units. Results and target levels are reported post factum in the Compensation report to drive a workplace where everyone feels valued and heard.

Calculation methodologies

The method of processing and reporting Engagement & GMT diversity metrics involves the collaboration of several key roles within the organization.

Engagement surveys: Employee Engagement survey results are shared across all layers of the organization. Effectiveness of surveys is assessed by comparing survey results with previous years. Additional surveys capture employee and manager feedback at key lifecycle stages (namely recruitment, onboarding, anniversaries, and exit) providing evidence-based decisions to enhance engagement and retention.

The Employee Central report containing the population of employees in the company is the basis for the GMT listing, with the exclusion of certain countries like Belgium, Denmark, and Spain, as per the local regulations.

GMT Diversity (LTI Calculation): Ethnicity is mapped into three groups – 'western European,' 'non-western-European,' and 'chose not to respond' - in the EES.

Inclusion Index: The Inclusion Index involves three core questions namely, a sense of belonging, value of perspectives, and fair treatment at dsm-firmenich. The percentage of favorable responses is determined for each question. The overall Inclusion Index is calculated and compared against a target. Results are reported to relevant senior leaders.

Judgements and assumptions

- Exclusions GMT list: Specific regions/employees are excluded from the GMT Listing population due to local country law restrictions, these include Belgium, Denmark and Spain.
- Exclusions EES: Certain employees were excluded from the EES due to specific regulations or ongoing integration activities. The exclusions represent less than 2% of the workforce.
- Inclusion index: With regards to the Inclusion index, the rating scale is verified and if missing data is less than 5%, the Inclusion score can be taken as accurate. If missing data is more than 5%, manual calculations are performed.

Health and safety

Disclosure requirements

- S1-5 – Targets related to Own workforce
- S1-14 – Health and safety metrics
- Entity-specific metrics related to Health and safety

Social indicators are reported in accordance with the ESRS S1 Own workforce as well as entity-specific metrics related to Health and safety, following internal reporting definitions.

Definitions

- TRIR-all: Total Recordable Incident Rate for all employees and contractors, per 100 FTE (200,000 hours).
- Health-rate-all: Frequency of all recordable health incidents (own + contractors) per 100 FTE.
- PSI rate: Process Safety Incident rate per 100 FTE.
- Contractor: Non-supervised contractors performing work on dsm-firmenich premises.
- Recordable incident: As defined by OSHA and ICCA, including injuries, occupational illnesses, and process safety events.

Calculation methodologies

SHE incidents are reported in internal systems, using a classification matrix based on OSHA for safety and health, and ICCA for process safety. Incidents are reviewed for completeness and accuracy.

FTE numbers for employees are reported according to ESRS S1-6. FTE numbers for contractors are based on actual numbers from gate logs, manual registration or invoices, or, if not available, reasonable estimates.

The company target on safety as well as the incident rates are calculated on a 100-man-day basis and exclude recent acquisitions. These are described as 'entity-specific metrics' following the approach defined in ESRS. These metrics have similar definitions to the ESRS-aligned metrics reported on the basis of 1,000,000 hours.

All incident rates are reported on a monthly basis internally on a rolling 12-month basis, and externally for the full calendar year.

Judgements and assumptions

- Work-related incidents: Incidents are judged to be work-related if an event or exposure in the work environment contributes to the condition. This requires judgement in borderline cases (e.g., travel status, home office injuries).
- Incident rate calculations: Rates are normalized to 100 FTEs = 200,000 hours based on 8 hours/day and 20.83 working days/month. This can be multiplied by five to align with the ESRS basis of 1,000,000 hours.
- Classification of cases: Cases are classified based on expert judgement. This is particularly relevant where cases may be near the threshold, such as first aid or medical aid cases, or repeated exposure (health) or single acute events (safety).

Collective bargaining

Disclosure requirements

- S1-8 – Collective bargaining coverage and social dialogue

Social indicators are reported in accordance with the ESRS S1 Own workforce standard. The company aims to provide transparent insight into our employment practices, including the measures used to promote workforce stability and job security. The company aims to provide understanding of the coverage of collective bargaining agreements and social dialogue for the undertaking's employees.

Definitions

- Collective bargaining agreements: As per the Annex II of the Delegated Regulation, collective bargaining agreements refer to all negotiations conducted between:

- An employer, a group of employers, or one or more employers' organizations; and
- One or more trade unions, or—where trade unions are absent—duly elected and authorized workers' representatives, in accordance with applicable national laws and regulations, for the purpose of determining working conditions and terms of employment; and/or regulating relations between employers and workers; and/or regulating relations between employers or their organizations and a workers' organization or workers' organizations.

Calculation methodologies

Collective bargaining agreement coverage by region is determined based on country-level coverage reported through the regional human resources organization.

As no European Economic Area (EEA) countries at dsm-firmenich meet the ESRS thresholds, the total EEA percentage is reported.

Judgements and assumptions

Coverage rate: Reported percentages are based on reporting by countries covering 89% of total headcount. For the purposes of this calculation, countries that have not reported a percentage are assumed to have no collective bargaining agreement in place.

Compensation-related metrics

Disclosure requirements

- S1-10 Adequate wages (voluntary)
- S1-16 Compensation metrics (pay gap and annual total remuneration ratio)

Social indicators are reported in accordance with the ESRS S1 Own Workforce standard.

The company provides for its employees and their families by securing a decent standard of living for them. That is why the company has committed to paying a living wage to all employees in our own operations, as well as fostering an inclusive workplace where all employees are rewarded equitably.

Definitions

- Adequate Wages: a wage that provides for the satisfaction of the needs of the worker and his/her family in the light of national economic and social conditions.
- Living wage: the wage required to purchase the goods and services needed to meet a minimum acceptable living standard for workers and their families.
- Unadjusted Gender pay gap: the difference between what men typically earn overall in an organization compared to women, irrespective of their role or seniority.
- Adjusted gender pay gap: the difference between what men typically earn overall in an organization compared to women, taking into account their role or seniority.
- Annual total remuneration ratio: the ratio of the annual total compensation for the organization's highest-paid individual (the CEO) to the median annual total compensation for all permanent dsm-firmenich employees (excluding the highest-paid individual).

Calculation methodologies

Adequate wages: Wage data, consisting of base salary and if applicable other guaranteed elements, is extracted and compared against the WageIndicator minimum wage benchmarks, confirming that no employee is paid below the benchmark level.

Gender Pay Gap: Gender pay gap is calculated using the remuneration components: Annual base salary, STI, Prime, LTI, social security, pension and benefits in kind.

Adjusted gender pay gap: Weighted average of the gender pay gap taking into account the employee categories based on job bands.

Annual total remuneration ratio: The remuneration ratio is calculated on the Reference date (i.e., 31 December) of the relevant financial year ('RFY'). Only permanent employees of a consolidated dsm-firmenich subsidiary on the Reference date are considered; there are no corrections for hires or terminations during the year, nor for the impact of any M&A activities closed during the year. Compensation for part-time employees is extrapolated to represent full-time equivalent figures.

The total renumeration of the highest paid person includes:

- The actual paid base salary in the RFY
- The STI paid in the RFY year related to the RFY-1
- The LTI PSU grant times the fair value IFRS price per PSU
- The actual employer social charges (Pension + social security cost) and benefits paid in RFY

To calculate the denominator of the remuneration ratio, the total annual remuneration (in EUR) per employee, excluding the highest paid employee (the CEO) is calculated. This total includes Annual base salary, STI, Prime, LTI, social security, pension and benefits in kind. Once the total remuneration is calculated, the median value from the dataset is determined. This value is the denominator of the remuneration ratio.

Judgements and assumptions

- Employee Headcount: calculations for these metrics is based on the year-end workforce. Employees who have joined or left the company during the period are not included in the calculations due to incomplete data. Non-integrated acquisitions (not integrated into central HR systems) and support staff such as trainees, students, interns, apprentices are not taken into account.
- Living wage benchmark: The living wage is based on the typical family size of 2 adults and number of dependents adjusted to national fertility rate and employment rate statistics. Price data at the 25th percentile.
- Currency conversion: Currency conversions used are the average exchange rates as used in the preparation of the Consolidated Financial Statements.
- Remuneration ratio: Social security contributions (Employer part), Employer contributions to company pension plans and benefits in kind are included for the CEO on actual basis and for other employees based on a multiplier.

Human rights reporting

Disclosure requirements

- S1-17 Incidents, complaints and severe human rights impacts

Social indicators are reported in accordance with the ESRS S1 Own Workforce standard.

The company is committed to the highest standards in Human Rights, ensuring that people and communities are treated with dignity and respect.

Definitions

- Code of Business Ethics: Outlines the company's values and commitments to each other, communities, and the planet. It is both a reference document and a day-to-day manual, guiding the company's people on how to do and do not conduct business. The company's Code is universal. It applies globally to everyone in the company.

Calculation methodologies

Incidents complaints and severe human rights impacts: Incidents that breach human rights standards can be reported directly to local HR contacts, line managers, legal partners or the business ethics team. Reports can also be submitted anonymously through the Speak Up platform, which is operated by an external provider and is accessible 24/7.

All investigations into allegations reported via Speak Up are conducted impartially and are reported to the Group Ethics Committee at least once a quarter.

In addition to the Speak Up platform, the company runs an Employee Engagement Survey every year in which employees can provide their anonymous feedback.

Judgements and assumptions

- Incident data: Data is based on self-reporting and therefore may not capture all incidents.

Procurement related metrics

Disclosure requirements

ESRS 2 – Entity-specific metric
S2 – Entity-specific metric

Social indicators are reported in accordance with the ESRS S2 Workers in the Value Chain standard. The company is committed to empowering all suppliers towards responsible sourcing practices.

Definitions and calculation methodologies

- Spend coverage with transparency platforms: The assessment and audit of procurement direct and indirect suppliers for the spend coverage was performed using EcoVadis ratings, Sedex SMETA, EcoVadis Vitals, TfS audits, and B Corp certifications. All suppliers are considered with the exclusion of NGOs, government agencies/offices, customs authorities, research institutes, schools, universities, individuals as these certifications are not relevant for these suppliers.
- Suppliers average EcoVadis score: The calculation method is a weighted average based on supplier spend and the overall score on EcoVadis rating.
- Spend coverage by suppliers with SBTi – validated targets: Covers direct and indirect procurement suppliers spend with SBTi status "target set". Calculated as % of rolling 12-month total group procurement spend realized with a supplier with a "target set" SBTi status.
- Share of suppliers with human rights risks trained: Tracks which suppliers have completed human rights training through EcoVadis or TfS Academies, or those who have demonstrated minimum 10 points improvement in their EcoVadis Human Rights pillar score. The KPI specifically targets suppliers which were underperforming (<60pts) as of January 1st, 2025, on the EcoVadis Human Rights pillar, considering both formal training or 10pts score improvement as valid evidence of enhanced human rights awareness and compliance. The performance includes those trained in 2024 (baseline) and 2025.

Share of Procurement staff members trained on Responsible Sourcing stakes: Measures the percentage of the procurement staff community (hires included until October 2025) that has completed Responsible Sourcing training since January 2024. These training sessions were developed internally based on external platforms such as TfS, WBSCD or UNCG and customized to the company's internal objectives. It covers key topics such as supplier sustainability standards, human rights, ethical sourcing, risk identification, and the use of the Responsible Sourcing dashboard, ensuring that procurement professionals are equipped with the knowledge and tools to drive responsible sourcing practices across the organization.

Certified raw materials at source: The number of raw materials codes fully certified at source. It relies on two separate lists that are updated annually. First, the raw materials to be certified list, which is defined each year based on business requests or requirements arising from due-diligence remediation plans. Second, the list of accepted standards, which is reviewed annually and built on internationally recognized schemes, aligned with client expectations and informed by relevant sector benchmarks and IUCN biodiversity-standards work. Only raw materials codes appearing on the list and certified according to the accepted standards list are counted in this indicator.

Judgements and assumptions

- Reliance on third party data: It is assumed that the data collected from third-party sources, supplier self-assessments, and on-site evaluations are accurate and reliable.
- Incident data: Data is based on self-reporting and therefore may not capture all incidents. If employees fear retaliation, it may lead to underreporting of violations.

Responsibly sourced key natural ingredients

Disclosure requirements

- S2-3 – Actions and resources related to workers in the value chain

Social indicators are reported in accordance with the ESRS S2 Workers in the Value Chain standard.

The company made a commitment to complete the naturals sourcing program for 100% by 2030. As the company works towards this target it aims to consistently provide visibility into supplier sustainability performance across business units.

Definitions

- Key natural ingredients: Ingredients that are assessed periodically for a combination of:
  - Risk level
  - Either found in or produced by nature
  - Considered a priority by the Business Units and customers
- Naturals sourcing program completion rate: completion of due diligence framework for a value chain on key natural ingredients responsibly sourced

Calculation methodologies

Naturals sourcing program completion rate: calculated as value chains (ingredient × country) completed the due diligence framework (risk screening, assessment, action plans, monitoring, report) divided by the total number of value chains in the 2030 roadmap.

An annual review of in-scope key natural ingredients is performed with the Business Units, based on risk and business criticality, to define the denominator.
Desktop due diligence applies to all categories (including Naturals), leveraging external platforms (EcoVadis, SMETA, UEBT, etc.). On-site due diligence is focused on Natural ingredients.

On-site due diligence is performed on key ingredients with due diligence reports disclosed. Salient risks are addressed by, among others, supplier-level action plans, coalitions, and projects at source. A key requirement, in line with international guidelines, is to ensure risks are acknowledged and action plan defined. Partnerships leveraged include UN Global Compact, UEBT and sourcing coalitions with NGOs.

The stages of the due diligence framework:

1. Desktop risk screening & assessment
2. Risk mitigation & prioritization
3. Pre & on-site assessment
4. Prevention, mitigation & remediation
5. Monitoring, handover & ongoing learning
6. External communications & reporting

Judgements and assumptions

- Reliance on platforms: It is assumed that the data collected from third-party platforms is accurate and reliable. Platforms have been reviewed and assessed as fit for purpose.

Nutrition improvement

Disclosure Requirements

- S4-4 Targets related to consumers and end-users

Social indicators are reported in accordance with the ESRS S4 Consumers and end-users. The company is committed to "Reducing the Micronutrient Gap of 1 billion people by 2030".

Definitions

- Premix price: Average annual price of the Premix (vitamin-mineral blend).
- Premix fortification/inclusion rate: Percentage of premix added to the food product by weight.
- Intake per person: Annual amount of product consumed per individual as per guidelines provided by United Nations Children's Fund (UNICEF), Organisation for Economic Co-operation and Development (OECD), United Nations International Multiple Micronutrient Antenatal Preparation Multiple Micronutrient Supplements (UNIMMAP MMS), World Health Organization (WHO).
- Compliance rate: Measures the extent to which individuals comply with prescribed product consumption guidelines and protocols established by recognized authorities, including the National Library of Medicine (NLM), World Food Programme (WFP), OECD, South African 2003 Regulations on Fortification of Foodstuffs, and the Global Fortification Data Exchange (GFDx).
- Cost per unit of intervention: Annual cost of delivery of the fortified ingredient per person per product category.

Calculation methodologies

The reporting of number of lives reached ('person' or people) by dsm-firmenich solutions addressing micronutrient deficiencies are based on sales data of the specific solutions in scope. These solutions are classified under 7 product sub-categories

- Emergency & Therapeutics (E&T)
- Fortified Rice Kernels (FRK)
- Staple Food Fortification (SFF)
- Oil Fortification (OF)
- Multiple Micronutrient Supplements (MMS)
- Multiple Micronutrient Powders (MNP)
- Vitamin A Capsules.

Annual Nutrition Improvement (NI) sales are extracted from the financial reporting system and split by product subcategory based on NI customer classification. Financial assumptions for key variables are validated annually. In these reviews, each variable's values are checked each year. The cost of intervention per person is then calculated by applying the premix price to the assumed intake per person.

The calculation of people is obtained by dividing the sales per subcategory by the cost of intervention. The total number of people is obtained by summing up the people through each subcategory.

Judgements and assumptions

- Subcategory-specific variables: Each product subcategory uses annually validated financial and non-financial variables — such as premix price, inclusion rate, annual intake, and compliance rate — to calculate cost per intervention, which determines the total number of lives reached.
- Overlap: Each sub-category, or intervention, targets a specific group of beneficiaries (people) in specific geographies and with specific needs. It is considered unlikely that beneficiaries will receive products from multiple sub-categories. Based on this, we assume no overlap between the sub-categories.
- Calculation assumptions: Each subcategory utilizes assumptions to arrive at the cost of intervention for each subcategory and leads to the number of lives reached annually. Each sub-category relies on a combination of assumptions and judgements based on third-party information sources and/or internal expert judgement. Every assumption is subject to review.
- Reach: reach is based on annual performance. It is not cumulated year-on-year.
- Methodology update: In 2025, the methodology was updated to include sales to smaller customers (<€100,000), and to calculate Oil Fortification separately from Staple Food Fortification.

Bribery and corruption

Disclosure requirements

- G1-4 Confirmed incidents of corruption and bribery

Governance indicators are reported in accordance with the ESRS G1 Business conduct standard.

The company is committed to maintaining the highest standards of business conduct and ethics. The company has a zero tolerance for bribery and corruption, ensuring all business activities are conducted transparently and ethically.

Calculation methodologies

Confirmed incidents of corruption and bribery: Incidents of corruption and bribery can be reported directly to local HR contacts, line managers, legal partners or the business ethics team. Reports can also be submitted through our Speak Up platform, which is operated by an external provider, allows for anonymous reporting, and is accessible 24/7. All investigations into allegations reported via Speak Up are conducted impartially and are reported to the Group Ethics Committee at least once a quarter.

Judgements and assumptions

- Incident data: Data is based on self-reporting and therefore may not capture all incidents.
- Gifts and entertainment: These must be, among others, reasonable, proportionate and appropriate in the circumstances. They can never be provided in cash or cash equivalents (such as gift certificates or vouchers) and must comply with internal standards.
- Sponsorships and donations: Donations on behalf of dsm-firmenich are allowed and should aim to generate a positive impact on the communities in which we operate. Receiving donations and sponsorships is only permitted under certain circumstances. In any case, when giving or receiving donations or sponsorships, internal standards must be complied with. The company's business activities and public positions are strictly non-political in all circumstances. The company does not publicly endorse, financially support, or donate to any political party, candidate, or any religious organizations. dsm-firmenich respects its employees' right to engage in the political process – but only on an individual basis, not as representatives of the company.
- Relationships with third parties: Are permitted if they comply with the internal standards.

2. ESRS content index

ESRS 2 general disclosures

DR	Requirement	Reference
BP-1	General basis for preparation of sustainability	General information > Basis of preparation
BP-2	Disclosures in relation to specific circumstances	General information > Basis of preparation
GOV-1	The role of the administrative, management and supervisory bodies	General information > Governance
GOV-2	Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	General information > Governance
GOV-3	Integration of sustainability-related performance in incentive schemes	General information > Governance > Sustainability-related performance measures in incentive schemes
GOV-4	Statement on due diligence	General information > Statement on Due Diligence
GOV-5	Risk management and internal controls over sustainability reporting	General information > Risk management over sustainability reporting
SBM-1	Strategy, business model and value chain	General information > Our value chain model
SBM-2	Interests and views of stakeholders	General information > Stakeholder engagement
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	General information > IROs underpinning the material topics
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	General information > Impact, risk, and opportunity (IRO) management Environmental information > Climate Change > Resilience analysis Environmental information > Biodiversity and ecosystems > DIRO assessment methodology and findings
IRO-2	Disclosure requirements in ESRS covered by the undertaking's sustainability statement	ESRS content index

ESRS E1 Climate Change

DR	Requirement	Reference
E1-1	Transition plan for climate change mitigation	Environmental information> Climate Change > Strategy
E1-2	Policies related to climate change mitigation and adaptation	General information > Policies
E1-3	Actions and resources in relation to climate change policies	Environmental information > Climate change > Actions and resources
E1-4	Targets related to climate change mitigation and adaptation	Environmental information > Climate change > Metrics and targets
E1-5	Energy consumption and mix	Environmental information > Climate change > Reducing our operational emissions – Scope 1 & 2 Environmental information > Climate change > Energy consumption
E1-6	Gross Scopes 1, 2, 3 and Total GHG emissions	Environmental information > Climate change > Greenhouse gas emissions
E1-7	GHG removals and GHG mitigation projects financed through carbon credits	Environmental information > Climate change > Removals and carbon credits
E1-8	Internal carbon pricing	Environmental information > Climate change > Internal carbon pricing
E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	Transitional provision

ESRS E2 Pollution

DR	Requirement	Reference
E2-1	Policies related to pollution	General information > Policies
E2-2	Actions and resources related to pollution	Environmental information > Pollution > Actions and resources
E2-3	Targets related to pollution	Environmental information > Pollution > Metrics and targets
E2-4	Pollution of air, water and soil	Not material – voluntary disclosure
E2-5	Substances of concern and substances of very high concern	Environmental information > Pollution > Metrics and targets
E2-6	Anticipated financial effects from pollution-related impacts, risks and opportunities	Transitional provision

ESRS E3 Water and marine resources

DR	Requirement	Reference
E3-1	Policies related to water and marine resources	General information > Policies
E3-2	Actions and resources related to water and marine resources	Environmental information > Water and marine resources > Actions and resources
E3-3	Targets related to water and marine resources	Environmental information > Water and marine resources > Metrics and targets
E3-4	Water consumption	Environmental information > Water and marine resources > Water use
E3-5	Anticipated financial effects from water and marine resources-related impacts, risks and opportunities	Transitional provision

ESRS E4 Biodiversity and ecosystems

DR	Requirement	Reference
E4-1	Transition plan and consideration of biodiversity and ecosystems in strategy and business model	Environmental information > Biodiversity and ecosystems > Strategy
E4-2	Policies related to biodiversity and ecosystems	General information > Policies
E4-3	Actions and resources related to biodiversity and ecosystems	Environmental information > Biodiversity and ecosystems > Actions and resources
E4-4	Targets related to biodiversity and ecosystems	Environmental information > Biodiversity and ecosystems > Metrics and targets
E4-5	Impact metrics related to biodiversity and ecosystems change	Environmental information > Biodiversity and ecosystems > Metrics and targets
E4-6	Anticipated financial effects from biodiversity and ecosystem-related risks and opportunities	Transitional provision

ESRS S1 Own workforce

DR	Requirement	Reference
S1-1	Policies related to own workforce	General information > Policies
S1-2	Processes for engaging with own workers and workers' representatives about impacts	Social information > Own workforce > Actions and resources
S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns	Social information > Own workforce > Incidents and human rights impacts Governance information > Business conduct
S1-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	Social information > Own workforce > Actions and resources
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Social information > Own workforce > Metrics and targets
S1-6	Characteristics of the undertaking's employees	Social information > Own workforce > Metrics and targets > Characteristics of our employees
S1-7	Characteristics of non-employee workers in the undertaking's own workforce	Transitional provision
S1-8	Collective bargaining coverage and social dialogue	Social information > Own workforce > Metrics and targets > Collective bargaining
S1-9	Diversity metrics	Social information > Own workforce > Metrics and targets > Diversity metrics Social information > Own workforce > Metrics and targets > Inclusion and belonging
S1-10	Adequate wages	Social information > Own workforce > Metrics and targets > Compensation-related metrics (voluntarily reported)
S1-11	Social protection	Not material
S1-12	Persons with disabilities	Not material
S1-13	Training and skills development metrics	Transitional provision (total training hours voluntarily reported)
S1-14	Health and safety metrics	Social Information > Own workforce > Metrics and targets > Safety and Health
S1-15	Work-life balance metrics	Transitional provision
S1-16	Compensation metrics (pay gap and total compensation)	Social information > Own workforce > Metrics and targets > Compensation-related metrics
S1-17	Incidents, complaints and severe human rights impacts	Social information > Own workforce > Metrics and targets > Incidents and human rights impacts Governance information > Business conduct

ESRS S2 Workers in the value chain

DR	Requirement	Reference
S2-1	Policies related to value chain workers	General information > Policies
S2-2	Processes for engaging with value chain workers about impacts	Social information > Workers in the value chain > Actions and resources General information > Stakeholder management > Engaging with our supply chain
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	Social information > Workers in the value chain > Actions and resources Governance Information > Business conduct
S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	Social information > Workers in the value chain > Actions and resources General information> Stakeholder management > Engaging with our supply chain
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Social information > Workers in the value chain > Metrics and targets General information > Engaging with our supply chain > Metrics and targets (entity-specific)

ESRS S4 Consumers and end-users

DR	Requirement	Reference
S4-1	Policies related to consumers and end-users	General information > Policies
S4-2	Processes for engaging with consumers and end-users about impacts	Social information > Consumers and end-users > Actions and resources General information > Stakeholder management
S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	Governance information > Business conduct
S4-4	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	Social information > Consumers and end-users > Actions and resources
S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	Social information > Consumers and end-users > Metrics and targets (entity-specific)

ESRS G1 Business Conduct

DR	Requirement	Reference
G1-1	Corporate culture and business conduct policies and corporate culture	General information > Policies
G1-3	Prevention and detection of corruption and bribery	Governance information > Business conduct > Identifying and managing bribery and corruption risks
G1-4	Confirmed incidents of corruption or bribery	Governance information > Business conduct > Metrics and targets (voluntarily reported)

ESRS datapoints derived from other EU legislation

DR	Related datapoint	Paragraph	SFDR	Pillar 3	Benchmark Regulation	Climate law	Location
GOV-1	Board's gender diversity	21 (d)			■		General information > Governance
GOV-1	Percentage of Board members who are independent	21 (e)			■		General information > Governance
SBM-1	Involvement in activities related to fossil fuel activities	40 (d) i			■		Not material
SBM-1	Involvement in activities related to chemical production	40 (d) ii			■		Not material
SBM-1	Involvement in activities related to controversial weapons	40 (d) iii			■		Not material
SBM-1	Involvement in activities related to cultivation and production of tobacco	40 (d) iv			■		Not material
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model						General information > IROs underpinning the material topics
GOV-4	Statement on due diligence	30					General information > Statement on Due Diligence
E1-1	Transition plan to reach climate neutrality by 2050	14				■	Climate change > Strategy
E1-1	Undertakings excluded from Paris-aligned Benchmarks	16 (g)		■	■		Climate change > Strategy
E1-4	GHG emission reduction targets	34	■	■	■		Climate change > Metrics and targets
E1-5	Energy consumption from fossil sources disaggregated by sources	38	■				Climate change > Metrics and targets > Energy
E1-5	Energy consumption and mix	37	■				Climate change > Metrics and targets > Energy
E1-5	Energy intensity associated with activities in high climate impact sectors	s 40 to 43	■				Climate change > Metrics and targets > Energy
E1-6	Gross Scope 1, 2, 3 and Total GHG emissions	44	■	■	■		Climate change > Metrics and targets > Greenhouse gas emissions
E1-6	Gross GHG emissions intensity	s 53 to 55	■	■	■		Climate change > Metrics and targets > Greenhouse gas emissions
E1-7	GHG removals and carbon credits	56				■	Climate change > Metrics and targets > Removals and carbon credits
E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	66			■		Transitional provisions
E2-4	Amount of each pollutant listed in Annex II of the E-PRTR Regulation emitted to air, water and soil	28	■				Appendix > Additional voluntary reporting
E2-5	Substances of concern and high concern	32					Pollution > Metrics and targets
E3-1	Water and marine resources	9	■				General information > Policies
E3-1	Sustainable oceans and seas	14	■				Not material
E3-4	Total water recycled and reused	28 (c)	■				Not material
E3-4	Total water consumption in m3 per net revenue on own operations	29	■				Water and marine resources > Metrics and targets > Water use
E4-2	Policies related to biodiversity and ecosystems	20					General information > Policies
E4-4	Targets related to biodiversity and ecosystems	29	■				Biodiversity and ecosystems > Metrics and targets
E4-5	Metrics related to biodiversity and ecosystems	33					Biodiversity and ecosystems > Metrics and targets
E5-5	Non-recycled waste	37 (d)	■				Appendix > Additional voluntary reporting
E5-5	Hazardous waste and radioactive waste	39	■				Appendix > Additional voluntary reporting

DR	Related datapoint	Paragraph	SFDR	Pillar 3	Benchmark Regulation	Climate law	Location
S1-1	Human rights policy commitments	20	■				General information > Policies
S1-1	Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8	21		■			General information > Policies
S1-1	processes and measures for preventing trafficking in human beings	22	■				General information > Policies
S1-1	workplace accident prevention policy or management system	23	■				General information > Policies
S1-3	grievance/complaints handling mechanisms	32 (c)	■				Governance information > Business conduct
S1-14	Number of fatalities and number and rate of work-related accidents	88 (b) and (c)	■		■		Social information > Own workforce > Metrics and targets > Safety and Health
S1-14	Number of days lost to injuries, accidents, fatalities or illness	88 (e)	■				Social information > Own workforce > Metrics and targets > Safety and Health
S1-16	Unadjusted gender pay gap	97 (a)	■		■		Social information > Own workforce > Metrics and targets > Compensation-related metrics
S1-16	Excessive CEO pay ratio	97 (b)	■				Social information > Own workforce > Metrics and targets > Compensation-related metrics
S1-17	Incidents of discrimination	103 (a)	■				Social information > Own workforce > Metrics and targets > Incidents and human rights impacts Governance information > Business conduct
S1-17	Non-respect of UNGPs on Business and Human Rights and OECD guidelines	104 (a)	■		■		Social information > Own workforce > Actions and resources > Human Rights
S2-1	Human rights policy commitments	17	■				General information > Policies
S2-1	Policies related to value chain workers	18	■				General information > Policies
S2-1	Non-respect of UNGPs on Business and Human Rights and OECD guidelines	19	■		■		General information > Policies
S2-1	Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8	19	■				Social information > Workers in the value chain > Actions and resources
S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	36	■				Social information > Workers in the value chain > Actions and resources
S4-1	Policies related to consumers and end-users	16	■				General information > Policies
S4-1	Non-respect of UNGPs on Business and Human Rights and OECD guidelines	17	■		■		Not material
S4-4	Human rights issues and incidents	35	■	■			Not material
G1-1	United Nations Convention against Corruption	10 (b)					General information > Policies
G1-1	Protection of whistle- blowers	10 (d)	■				General information > Policies
G1-4	Fines for violation of anti-corruption and anti-bribery laws	24 (a)	■		■		Business conduct > Metrics and targets (vvoluntarily reported)
G1-4	Standards of anti- corruption and anti- bribery	24 (b)	■				Business conduct > Incidents of corruption and bribery

3. Swiss Code of Obligations

The mapping table provides guidance on how dsm-firmenich has reported in alignment with the Swiss Code of Obligations. The Sustainability Report, as described in Article 964b CO, consists of all the information within the Sustainability Statements chapter.

Swiss Code of Obligations article 964b	Sustainability Statements section
1. The report on non-financial matters shall cover environmental matters, in particular the CO2 goals, social issues, employee-related issues, respect for human rights and combating corruption. The report shall contain the information required to understand the business performance, the business result, the state of the undertaking and the effects of its activity on these non-financial matters.	
2. The report shall include in particular:	
1. a description of the business model;	General information > Our value chain
2. a description of the policies adopted in relation to the matters referred to in paragraph 1, including the due diligence applied;	General information > Policies
3. a presentation of the measures taken to implement these policies and an assessment of the effectiveness of these measures;	The sections on Impact, risk and opportunity management in: Environmental information Social information Governance information
4. a description of the main risks related to the matters referred to in paragraph 1 and how the undertaking is dealing with these risks; in particular it shall cover risks: that arise from the undertaking's own business operations, and provided this is relevant and proportionate, that arise from its business relationships, products or services;	General information > IROs underpinning the material topics The sections on Impact, risk and opportunity management in: Environmental information Social information Governance information
5. the main performance indicators for the undertaking's activities in relation to the matters referred to in paragraph 1.	The sections on Metrics and targets in : Environmental information Social information Governance information
3. If the report is based on national, European or international regulations, such as the principles laid down by the Organisation for Economic Cooperation and Development (OECD) in particular, the regulations applied must be mentioned in the report. In applying such regulations, it must be ensured that all the requirements of this Article are met. If necessary, a supplementary report must be prepared.	General information > Basis of preparation

4. Swiss Ordinance on Climate Matters

The mapping table provided opposite provides guidance on how dsm-firmenich has reported with regard to the Swiss Ordinance on Climate Matters, which came into force on January 1, 2024. These disclosures are based on the TCFD Requirements.

5. Swiss Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labour

We have assessed our exposure to the minerals and metals specified in Annex I of the Swiss Ordinance. We do not meet the thresholds and have concluded that we are exempted from due diligence and reporting obligations.

Our detailed reporting and due diligence on child labor as per the Swiss ordinance can be found in the separate Human rights report.

Elements	Recommended disclosures	References in this report
Governance	1. Management's oversight on climate-related risks and opportunities	General information > Governance
	2. Management's role in assessing and managing climate-related risks and opportunities	Climate change > Strategy
Strategy	1. Description of climate-related risks and opportunities	Climate change > Strategy
	2. Impact of climate-related risks on the company's business activities and strategic and financial planning	Climate change > Strategy Climate change > Impact, risk and opportunity management
	3. Resilience of the organization's strategy	Climate change > Strategy
Risk management	1. The company's processes for identifying and assessing climate-related risks	Climate change > Strategy
	2. The company's processes for managing climate-related risks	Climate change > Strategy Climate change > Impact, risk and opportunity management
	3. Integration of processes for identifying, assessing and managing climate-related risks into the company's general risk management system	Climate change > Strategy
Metrics and targets	1. Metrics with which the company assesses climate-related risks and opportunities	Climate change > Metrics and targets
	2. Disclosure of Scope 1, 2, and 3 GHG emissions	Climate change > Metrics and targets
	3. Targets used to manage climate-related opportunities and risks against performance	Climate change > Metrics and targets

6. Taskforce for Nature-related Financial Disclosures

The mapping table provided opposite guidance on how dsm-firmenich has incorporated the TNFD recommendations into our reporting approach.

Pillar	Recommended disclosures	References in this report
Governance	A. Board oversight of Nature-related dependencies, impacts, risks, and opportunities (DIROs)	General information > Governance
	B. Management's role in assessing and managing nature-related DIROs	General information > Governance
	C. Human rights policies and engagement activities	General information > Policies General information > Stakeholder engagement
Strategy	A. Identified DIROs	Biodiversity and ecosystems > Impact, risk and opportunity management Water and marine resources > Impact, risk and opportunity management
	B. Effect of DIROs on business model, value chain, strategy and financial planning, including transition plans	Biodiversity and ecosystems > Strategy Biodiversity and ecosystems > Impact, risk and opportunity management Water and marine resources > Impact, risk and opportunity management
	C. Resilience to nature-related risks and opportunities	Biodiversity and ecosystems > Strategy Biodiversity and ecosystems > Impact, risk and opportunity management Water and marine resources > Impact, risk and opportunity management
	D. Priority locations in direct operation,	Biodiversity and ecosystems > Impact, risk and opportunity management
Risk management	A. Process for identifying, assessing and prioritizing nature-related DIROS in: i. Direct operations ii. Upstream and downstream value chains	Water and marine resources > Impact, risk and opportunity management
	B. Process for monitoring nature-related DIROs	Biodiversity and ecosystems > Impact, risk and opportunity management
	C. How these processes are integrated into and inform the overall risk management process	Water and marine resources > Impact, risk and opportunity management
Metrics and targets	A. Metrics used to assess and manage nature-related risk and opportunities	Biodiversity and ecosystems > Metrics and targets Water and marine resources > Metrics and targets
	B. Metrics used to assess and manage dependencies and impacts on nature	Biodiversity and ecosystems > Metrics and targets Water and marine resources > Metrics and targets
	C. Targets and goals to manage nature-related DIROs	Biodiversity and ecosystems > Metrics and targets Water and marine resources > Metrics and targets

7. Additional voluntary reporting

While these topics were assessed to be not material, the following data are provided to meet the needs of ratings, rankings and other stakeholders.

Pollution of air, water, and soil

In 2025, VOC emissions remained stable while SO_2 and NO_x reduced mainly driven by a long shut down of a cogeneration plant.
Our 2025 phosphorus and nitrogen efficiency improved by 12% compared to our 2023 baseline, mainly steered by ANH site Lalden (Switzerland) that reduced its nitrogen emissions by more than 50% by reduction at source and additional end of pipe treatments.

Waste by disposal method

The standard for Sustainable Operations and Environment introduced in 2025 highlights the importance of reducing waste and particularly waste that is not valorized (landfilled or incinerated without heat recovery). Between 2024 and 2025 the amount of non-valorized waste reduced by 6%, 10% specifically for landfilling. This results among others from the identification of better waste treatment opportunities in Bharuch (India) or the reduction of non-valorized waste in Princeton (USA) through process optimization. We also strictly limit the landfilling of hazardous waste that was reduced by 18% compared to 2024.

Fines and sanctions

In 2025 the number of monetary fines increased as well as the total monetary values of the fines. This is due to fines of multiple sites.

Pollution of air, water and soil

(tonnes)	2025	2024
Emissions to air		
Volatile Organic Compounds (VOC)	2,500	2,400
Nitrogen oxide (NO_x)	350	500
Sulfur dioxide (SO_2)	15	20
Emissions to water		
Chemical Oxygen Demand (COD)	3,600	3,000
Nitrogen [1]	420	450
Phosphorus [1]	150	150

1 The 2024 figure (2024: 350) was restated due to updates at multiple sites

Waste by disposal method

(tonnes)	2025	2024
Process-related non-hazardous waste [1]	259,300	237,200
Landfill	4,300	5,400
Offsite incineration with heat recovery [1]	189,700	96,400
Offsite incineration without heat recovery	2,900	4,700
Offsite recovery (recycled waste) [1]	62,400	131,200
Process-related hazardous waste	92,800	94,700
Landfill	1,000	6,200
Offsite incineration with heat recovery	46,500	47,500
Offsite incineration without heat recovery	16,600	16,400
Offsite recovery (recycled waste)	28,700	24,600
Total recycled waste (hazardous and non-hazardous) [1]	91,100	155,800

1 The 2024 figure was restated due to updates at multiple sites
- 2024 Process-related non-hazardous waste: 135,600, Offsite incineration with heat recovery: 30,100, Offsite recovery (recycled waste): 95,300
- 2024 Total recycled waste: 119,900

Environmental fines and sanctions

	2025	2024
Fines (in €)	797,200	47,600
Non-monetary sanctions	17	7

SUSTAINABILITY STATEMENTS > ASSURANCE REPORT OF THE INDEPENDENT AUDITOR

Assurance report of the independent auditor

Independent practitioner's limited and reasonable assurance report on the Sustainability Statements to the Board of Directors of DSM-Firmenich AG, Kaiseraugst

We have conducted a combined assurance engagement on the Sustainability Statements for the year ended 31 December 2025 of DSM-Firmenich AG (the 'Company') to provide limited assurance on sustainability information without an identifier, and reasonable assurance on selected metrics, identified by [RA], in the Sustainability Statements for the year ended 31 December 2025 in accordance with International Standard on Assurance Engagements 3000 (Revised) 'Assurance engagements other than audits or reviews of historical financial information'.

Limited assurance conclusion

Based on the procedures we have performed and the assurance evidence we have obtained, nothing has come to our attention that causes us to believe that the sustainability information without an identifier in the Sustainability Statements (pages 128 to 222) of the Company for the year ended 31 December 2025 are not, in all material respects,

- prepared in accordance with the European Sustainability Reporting Standards (ESRS) as adopted by the European Commission ((the 'ESRS') Delegated Act adopted by the European Commission on 31 July 2023) and in accordance with the process carried out by the Company described in the subsection Materiality assessment process (the 'Process') on page 135 to identify the information to be reported pursuant to the ESRS; and
- compliant with the reporting requirements provided for in Article 8 of Regulation (EU) 2020/852 (the Taxonomy Regulation); and
- in accordance with article 964b para. 3 CO to report in accordance with European regulation implementing Article 29(a) of EU Directive 2013/34/EU (the Criteria).

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Subject matter of our limited assurance procedures

We have conducted limited assurance procedures on the sustainability information without an identifier in the Sustainability Statements of the Company included in the section 'Sustainability Statements' of the integrated annual report for the year ended 31 December 2025.

In the Sustainability Statements, references are made to external sources or websites. The information on these external sources or websites is not subject to our limited assurance procedures for the Sustainability Statements. We therefore do not provide assurance on this information.

Our reasonable assurance conclusion on selected metrics

In our opinion, the selected metrics described in the paragraph 'Mandatory reporting requirements', identified by [RA] in the Sustainability Statements of the Company are prepared, in all material respects, in accordance with the ESRS applicable to these metrics.

Subject matter of our reasonable assurance procedures

We have conducted reasonable assurance procedures on the following selected metrics (identified by the '[RA] metrics') in the Sustainability Statements of the Company:

- scope 1, 2 and 3 GHG emissions for the financial year ended 31 December 2025;
- employee engagement in the 2025 survey;
- Total Recordable Incident Rate ('TRIR') over 2025; and
- self-reported gender and ethnic diversity in the Global Management Team (GMT) in the 2025 survey.

The basis for our limited and reasonable assurance conclusion

We conducted our engagement with limited and reasonable assurance in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised) 'Assurance engagements other than audits or reviews of historical financial information'.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our limited and reasonable assurance conclusions. Our responsibilities under this standard are further described in the Practitioner's responsibilities section of our report.

Our independence and quality management

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour and relevant independence and ethical requirements as transposed in Switzerland by EXPERTsuisse.

2 Independent practitioner's limited and reasonable assurance report on the Sustainability Statements to the Board of Directors of DSM-Firmenich AG, Kaiseraugst

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Assurance report of the independent auditor

We apply the International Standard on Quality Management 1, which requires us to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Emphasis of matter on significant measurement uncertainties

We draw attention to section 'appendix to the Sustainability Statements' section '1. Methodologies, environmental emissions and scope 3 emissions' in the Sustainability Statements in which the Company describes its Scope 3 carbon emissions calculations (specifically related to emission factors in case extrapolation or proxies used) that are subject to a high level of measurement uncertainty and discloses information about the sources of measurement uncertainty and the assumptions, approximations and judgements the Company has made in measuring these in compliance with the ESRS.

Our limited and reasonable assurance conclusions are not modified in respect of this matter.

Inherent limitations in preparing the Sustainability Statements

In reporting forward-looking information in accordance with the ESRS, the Board of Directors of the Company is required to prepare the forward-looking information based on disclosed assumptions about events that may occur in the future and possible future actions by the Company. The actual outcome is likely to be different since anticipated events frequently do not occur as expected.

The comparability of sustainability information between entities and over time may be affected by the lack of historical sustainability information prepared in accordance with the ESRS and by the absence of a uniform practice on which to draw, to evaluate and measure such information. This enables the use of various acceptable measurement methods, particularly in the early years.

The quantification of Greenhouse Gas emissions is subject to inherent limitations because of evolving methods and knowledge underlying emission factors and other assumptions, including for those sourced from third parties.

Other Matter

The comparative sustainability information in the Sustainability Statements 2025 of the Company for periods prior to the period from 1 January 2025 to 31 December 2025 was the subject of an assurance engagement by another practitioner. Our conclusion is not modified in respect of this matter.

Responsibilities of the Board of Directors

The Board of Directors of the Company is responsible for the preparation of the Sustainability Statements in accordance with the ESRS, including the development and implementation of the double materiality assessment Process, which is a Process to identify the information reported in the Sustainability Statements in accordance with the ESRS, and for disclosing this Process in the Sustainability Statements.

This responsibility includes:

- understanding the context in which the Company's activities and business relationships take place and developing an understanding of its affected stakeholders;

- the identification of the actual and potential impacts (both negative and positive) related to sustainability matters, as well as risks and opportunities that affect, or could reasonably be expected to affect, the Company's financial position, financial performance, cash flows, access to finance or cost of capital over the short-, medium-, or long-term;
- the assessment of the materiality of the identified impacts, risks and opportunities related to sustainability matters by selecting and applying appropriate thresholds;
- making assumptions and estimates that are reasonable in the circumstances; and
- ensuring to keep the records in accordance with article 958f CO.

The Board of Directors is also responsible for preparing the disclosures in compliance with the reporting requirements provided in the Taxonomy Regulation.

The Board of Directors is also responsible for selecting and applying additional entity-specific disclosures to enable users to understand the Company's sustainability-related impacts, risks or opportunities and for determining that these additional entity-specific disclosures are suitable in the circumstances and in accordance with the ESRS.

The Board of Directors is also responsible for such internal control as the Board of Directors determines is necessary to enable the preparation of the Sustainability Statements that are free from material misstatement, whether due to fraud or error.

The Board of Directors is also responsible for overseeing the Company's sustainability reporting process including the double materiality assessment Process carried out by the Company and for compliance with article 964b para. 3 CO to report in accordance with European regulation implementing Article 29(a) of EU Directive 2013/34/EU.

Practitioner's responsibilities

Our objectives are:

- Plan and perform the assurance engagement to obtain limited assurance about whether the sustainability information without an identifier in the Sustainability Statements are free from material misstatement, whether due to fraud or error, and to issue an assurance report that includes our limited assurance conclusion.
- Plan and perform the assurance engagement to obtain reasonable assurance about whether the selected RA metrics in the Sustainability Statements are free from material misstatement, whether due to fraud or error, and to issue an assurance report that includes our reasonable assurance opinion.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence decisions of users taken on the basis of the sustainability information and the selected RA metrics in the Sustainability Statements.

As part of our assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) 'Assurance engagements other than audits or reviews of historical financial information', we exercise professional judgement and maintain professional scepticism throughout the engagement. We also:

Assurance report of the independent auditor

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For the limited assurance procedures:

- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify where material misstatements are likely to arise, whether due to fraud or error, but not for the purpose of providing a conclusion on the effectiveness of the Company's internal control; and
- Design and perform procedures responsive to where material misstatements are likely to arise in the Sustainability Statements. 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.

Our responsibilities in respect of the Sustainability Statements, in relation to the Process to identify the information to be reported in the Sustainability Statement include:

- Obtaining an understanding of the Process, but not for the purpose of providing a conclusion or an opinion on the effectiveness of the Process, including the outcome of the Process;
- Considering whether the information identified addresses the applicable disclosure requirements of the ESRS; and
- Designing and performing procedures to evaluate whether the Process is consistent with the Company's description of its Process set out in the Sustainability Statements.

For the reasonable assurance procedures:

- Perform risk assessment procedures, including obtaining an understanding of internal control relevant to the engagement, to identify and assess the risks of material misstatement, whether due to fraud or error, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Design and perform procedures responsive to assessed risk of material misstatement of the selected RA metrics in the Sustainability Statements. 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.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the assurance engagement and significant findings that we identify during our assurance engagement.

Summary of procedures performed for the limited assurance conclusion

A limited assurance engagement involves performing procedures to obtain evidence about the sustainability information without an identifier. The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

The nature, timing and extent of procedures selected depend on professional judgement, including the identification of disclosures where material misstatements are likely to arise in the Sustainability Statements, whether due to fraud or error.

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In conducting our limited assurance engagement our procedures included, amongst others, the following:

- Performing inquiries and an analysis of the external environment and obtaining an understanding of relevant sustainability themes and issues, the characteristics of the Company, its activities and the value chain and its key intangible resources to assess the Process to identify the information to be reported carried out by the Company as the basis for the Sustainability Statements and disclosure of all material sustainability-related impacts, risks and opportunities in accordance with ESRS.
- Obtaining through inquiries a general understanding of the internal control environment, the Company's processes for gathering and reporting entity-related and value chain information, the information systems and the Company's risk assessment process relevant to the preparation of the Sustainability Statements and for identifying the Company's activities, determining eligible and aligned activities and preparation of the disclosures provided for in the Taxonomy Regulation, without testing the operating effectiveness of controls.
- Assessing the double materiality assessment Process carried out by the Company and identifying and assessing areas of the Sustainability Statements, including the disclosures provided for in the Taxonomy Regulation where misleading or unbalanced information or material misstatements, whether due to fraud or error, are likely to arise. We designed and performed further assurance procedures aimed at determining that the Sustainability Statements are free from material misstatement responsive to this risk analysis.
- Considering whether the description of the Process to identify the information to be reported in the Sustainability Statements made by the Board of Directors appears consistent with the Process carried out by the Company.
- Evaluating the methods, assumptions and data for developing estimates and forward-looking information. Assessing whether the Company's methods for developing estimates are appropriate and have been consistently applied for selected disclosures. Our procedures did not include testing the data on which the estimates are based or separately developing our own estimates against which to evaluate the Company's estimates. We do not provide assurance on the achievability of this forward-looking information.
- Analysing, on a limited sample basis, relevant internal and external documentation at the level of the Company (including other entities or value chain from which the information may stem) for selected disclosures.
- Determining the nature and extent of the procedures to be performed for the group locations. For this, the nature, extent and/or risk profile of these locations are decisive. Based thereon, we selected locations to visit, being Dalry, United Kingdom; Belvidere and Kingstree, United States of America; La Plaine, Switzerland; Vielle-Saint-Girons, France; Yantai, China and Grenzach, Germany. These visits are aimed at, on a local level, obtaining through inquiries and inspection a general understanding of the control environment, processes and information relevant to the preparation of the Sustainability Statements.
- Reading the other information in the annual report to identify material inconsistencies, if any, with the Sustainability Statements.
- Considering whether the disclosures provided to address the reporting requirements provided for in the Taxonomy Regulation for each of the environmental objectives, reconcile with the underlying records of the Company and are consistent or coherent with the Sustainability Statements, appear reasonable, in particular whether anything came to our attention that would cause us to believe that the eligible economic activities do not meet the cumulative conditions to qualify as aligned and the technical criteria are not met, and whether the accompanying key performance indicators disclosures have not been defined and calculated in accordance with

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the Taxonomy reference framework, and do not comply with the reporting requirements provided for in the Taxonomy Regulation, including the format in which the activities are presented.

- Reconciling the relevant financial information to the consolidated financial statements.
- Considering the overall presentation, structure and the balanced content of the Sustainability Statements, including the reporting requirements provided for in the Taxonomy Regulation.
- Considering, based on our limited assurance procedures and evaluation of the assurance evidence obtained, whether anything came to our attention that would cause us to believe that the Sustainability Statements as a whole, including the sustainability matters and disclosures, are not clearly and adequately disclosed in accordance with the ESRS.
- Calculations to determine information as included in the Sustainability Statements could be based on assumptions and sources from third parties that include information about, among others, value chain and information collected from actors in the value chain, when appropriate. We have not performed procedures on the content of these assumptions and these external sources, other than evaluating the suitability and plausibility of these assumptions and sources from third parties used.

PricewaterhouseCoopers AG

Christopher Vohrer

Ennèl van Eeden

Basel, 19 February 2026

Consolidated Financial Statements

CONSOLIDATED FINANCIAL STATEMENTS

Consolidated Financial Statements

The financial statements of dsm-firmenich include both the Consolidated Financial Statements and the Parent Company Financial Statements.

The Group's parent company, DSM-Firmenich AG, is domiciled in Kaiseraugst (Switzerland) and listed on the Euronext Amsterdam stock exchange. The following Consolidated Financial Statements comprise DSM-Firmenich AG and its subsidiaries (the 'Group') and are prepared in accordance with IFRS. The Group is a leading supplier in nutrition, health, and beauty. See also Note 1 General Information.

A list of the Group's main subsidiaries can be found in Note 3 Investments to the Parent Company Financial Statements. The financial year 2025 covers the period from January 1, 2025 to December 31, 2025. The Board of Directors of DSM-Firmenich AG approved these statements for issue on February 19, 2026 and they are subject to the approval of the Annual General Meeting on May 7, 2026.

The accompanying notes are an integral part of these Consolidated Financial Statements. See Note 2 Alternative performance measures for the reconciliation to Adjusted EBITDA of €1,772 million (2024: €1,751 million) and other non-IFRS performance measures.

Consolidated income statement

in € million	Notes	2025	2024
Continuing operations			
Net sales	5	9,034	9,054
Cost of sales	5	(5,504)	(5,501)
Gross profit		**3,530**	**3,553**
Marketing & Sales	5	(1,281)	(1,418)
Research & Development	5	(713)	(814)
General & Administrative	5	(925)	(786)
Other operating income	5	107	74
Other operating expense	5	(7)	(62)
Operating profit (loss)		**711**	**547**
Finance income	6	78	90
Finance expense	6	(221)	(214)
Profit (loss) before tax		**568**	**423**
Income tax expense	7	(118)	(64)
Share of net profit of associates and joint ventures	10	(102)	(9)
Other results related to associates and joint ventures	10	(6)	9
Net profit (loss) from continuing operations		**342**	**359**
Net profit (loss) from discontinued operations	3	(1,381)	(79)
Net profit (loss) for the period		**(1,039)**	**280**
Attributable to:			
- Holders of shares parent company	16	(1,081)	250
- Non-controlling interests	17	42	30
Interest on hybrid bonds (equity)	16	26	28
Earnings per share (EPS) total (in €): [1]	2		
- Basic EPS		(4.27)	0.84
- Diluted EPS		(4.27)	0.84
Earnings per share (EPS) continuing operations (in €): [1]	2		
- Basic EPS		1.21	1.21
- Diluted EPS		1.21	1.21

1 2024 EPS figures restated for comparison purposes.

Consolidated statement of comprehensive income

in € million	Notes	2025	2024
Net profit (loss) for the period		**(1,039)**	**280**
Other comprehensive income			
Remeasurements of defined benefit liability	24	75	10
Fair value changes in other participating interests and other financial instruments	11	(25)	13
Related tax		(3)	(5)
Items that will not be reclassified to profit or loss		**47**	**18**
Exchange differences on translation of foreign operations	16		
- Change for the period		(695)	179
- Reclassified to the income statement on loss of significant influence		61	10
Hedging reserve – cash flow hedges	16		
- Change for the period		69	(40)
- Reclassified to the income statement		-	-
Equity accounted investees – share of other comprehensive income		(2)	-
Related tax		(29)	6
Items that may subsequently be reclassified to profit or loss		**(596)**	**155**
Total other comprehensive income		**(549)**	**173**
Total comprehensive income for the period, net of tax		**(1,588)**	**453**
Attributable to:			
- Holders of shares parent company	16	(1,622)	418
- Non-controlling interests	17	34	35

Consolidated balance sheet at December 31

in € million	Notes	2025	2024
Assets			
Goodwill and intangible assets	8	15,384	18,078
Property, plant and equipment	9	4,174	5,725
Deferred tax assets	7	227	299
Prepaid pension costs	24	51	62
Share in associates and joint ventures	10	199	342
Derivatives	23	60	51
Other non-current assets	11	357	391
Non-current assets		**20,452**	**24,948**
Inventories	12	2,121	3,290
Trade receivables	13	1,841	2,589
Income tax receivables	13	153	51
Other current receivables	13	105	129
Derivatives	23	41	23
Financial investments	14	121	50
Cash and cash equivalents	15	1,782	2,667
Assets held for sale	3	2,729	-
Current assets		**8,893**	**8,799**
Total assets		**29,345**	**33,747**

in € million	Notes	2025	2024
Equity and liabilities			
Shareholders' equity		18,244	22,511
Non-controlling interests	17	179	186
Equity	16	**18,423**	**22,697**
Deferred tax liabilities	7	1,351	1,556
Employee benefit liabilities	24	193	487
Provisions	18	52	87
Borrowings	19	3,617	4,444
Derivatives	23	14	7
Other non-current liabilities	20	102	109
Non-current liabilities		**5,329**	**6,690**
Employee benefit liabilities	24	12	62
Provisions	18	51	77
Borrowings	19	1,660	836
Derivatives	23	14	60
Trade payables	21	1,481	2,276
Income tax payables	21	303	223
Other current liabilities	21	666	826
Liabilities held for sale	3	1,406	-
Current liabilities		**5,593**	**4,360**
Total equity and liabilities		**29,345**	**33,747**

Consolidated statement of changes in equity

in € million	Share capital	Share premium	Treasury shares (incl. forward contracts)	Other reserves	Retained earnings	Shareholders' equity	Non-controlling interests	Total Equity
Balance at January 1, 2024	**3**	**11,731**	**(44)**	**474**	**10,744**	**22,908**	**162**	**23,070**
Net profit for the period	-	-	-	-	250	**250**	30	**280**
Other comprehensive income	-	-	-	161	7	**168**	5	**173**
Total comprehensive income	**-**	**-**	**-**	**161**	**257**	**418**	**35**	**453**
Dividend	-	(414)	-	-	(246)	**(660)**	(7)	**(667)**
Stock options / share units granted	-	-	-	31	-	**31**	-	**31**
Stock options / share units vested / canceled	-	-	-	(26)	26	**-**	-	**-**
Reissued shares	-	-	54	-	(33)	**21**	-	**21**
Repurchase of shares	-	-	(52)	-	-	**(52)**	-	**(52)**
Forward contracts to repurchase shares	-	-	(105)	-	-	**(105)**	-	**(105)**
Expenditures issuance new shares	-	(4)	-	-	-	**(4)**	-	**(4)**
Divestment/deconsolidation of subsidiary with NCI	-	-	-	-	-	**-**	(17)	**(17)**
Remuneration of hybrid bonds (equity)	-	-	-	-	(28)	**(28)**	-	**(28)**
Transfer	-	-	-	70	(89)	**(19)**	19	**-**
Other changes	-	-	-	-	1	**1**	(6)	**(5)**
Balance at December 31, 2024	**3**	**11,313**	**(147)**	**710**	**10,632**	**22,511**	**186**	**22,697**
Net profit (loss) for the period	-	-	-	-	(1,081)	**(1,081)**	42	**(1,039)**
Other comprehensive income	-	-	-	(610)	69	**(541)**	(8)	**(549)**
Total comprehensive income	**-**	**-**	**-**	**(610)**	**(1,012)**	**(1,622)**	**34**	**(1,588)**
Dividend	-	(379)	-	-	(280)	**(659)**	(59)	**(718)**
Stock options and share units granted	-	-	-	38	-	**38**	-	**38**
Stock options and share units vested / canceled	-	-	-	(19)	19	**-**	-	**-**
Reissued shares	-	-	19	-	(14)	**5**	-	**5**
Repurchase own shares covering SBC plans	-	-	(80)	-	-	**(80)**	-	**(80)**
Repurchase own shares for cancellation purposes	-	-	(1,000)	-	4	**(996)**	-	**(996)**
Acquisition of NCI without a change in control	-	-	-	-	-	**-**	(101)	**(101)**
Remuneration and redemption of hybrid bonds (equity)	-	-	-	-	(776)	**(776)**	-	**(776)**
Transfer	-	-	-	(10)	(109)	**(119)**	119	**-**
Other changes	-	-	-	-	(58)	**(58)**	-	**(58)**
Balance at December 31, 2025	**3**	**10,934**	**(1,208)**	**109**	**8,406**	**18,244**	**179**	**18,423**

See also Note 16 Equity.

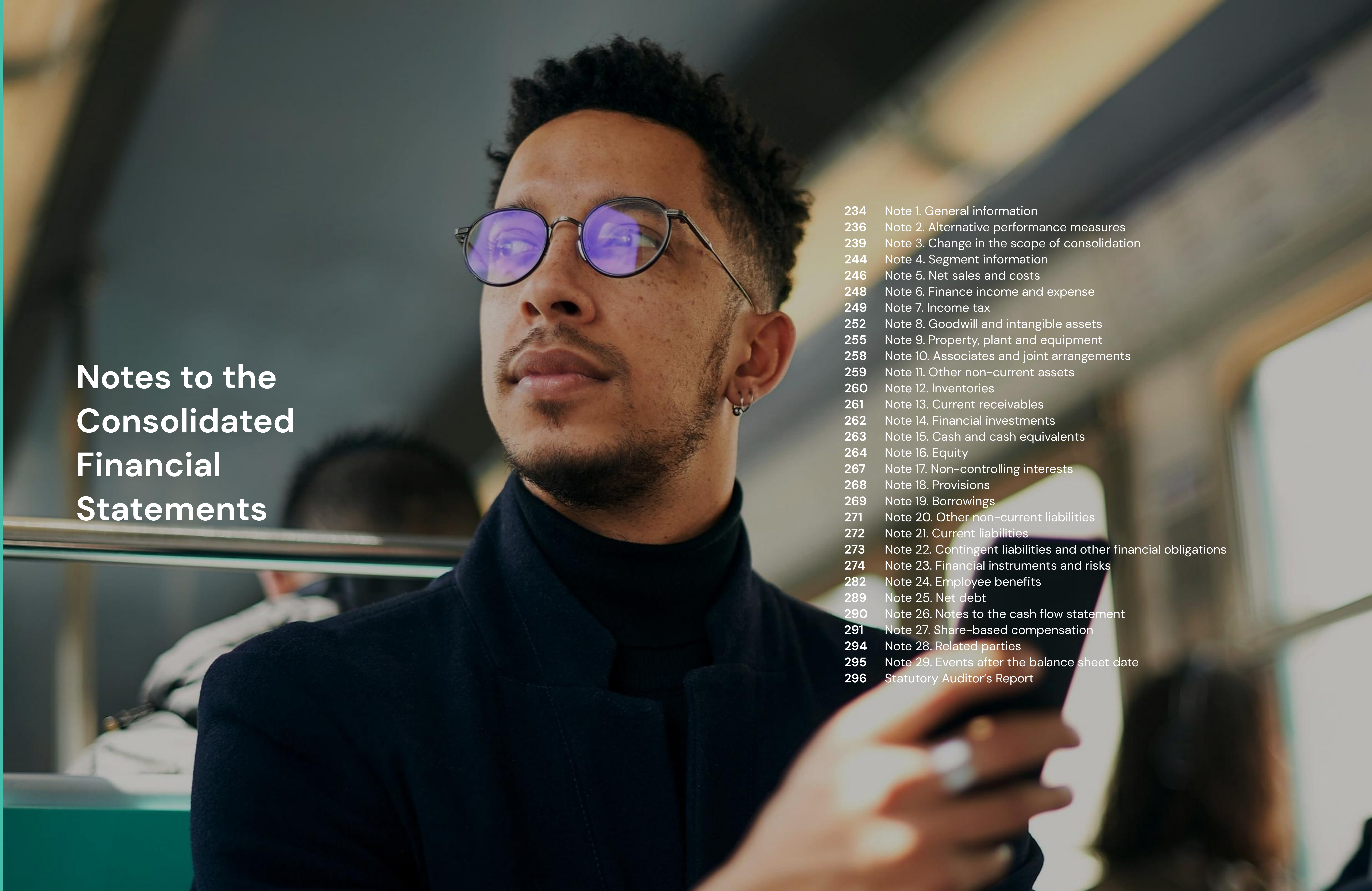
Consolidated cash flow statement

in € million	2025	2024
Operating activities		
Net profit (loss) from continuing operations	342	359
Net profit (loss) from discontinued operations	(1,381)	(79)
Net profit (loss) for the period	**(1,039)**	**280**
Share of profit of associates and joint ventures (including discontinued operations)[1]	107	-
Income tax income and expense (including discontinued operations)[1]	(98)	147
Profit (loss) before tax (including discontinued operations)[1]	**(1,030)**	**427**
Finance income and expense (including discontinued operations)[1]	153	134
Operating profit (loss) (including discontinued operations)[1]	**(877)**	**561**
Depreciation, amortization and impairments (including discontinued operations)[1]	3,122	1,430
EBITDA (including discontinued operations)[1]	**2,245**	**1,991**
- (Gain) or loss from disposals	(114)	(47)
- Changes in provisions	(52)	(47)
- Changes in employee benefits	(58)	(42)
- Share-based compensation	38	31
- Income taxes paid / received	(320)	(275)
- Other non-cash items	(84)	(31)
Operating cash flow before changes in working capital	**1,655**	**1,580**
Changes in:		
- Inventories	(89)	(38)
- Trade receivables	(16)	(18)
- Trade payables	5	97
Changes in operating working capital	(100)	41
Changes in non-operating working capital	(110)	157
Changes in working capital	(210)	198
Cash provided by operating activities	**1,445**	**1,778**

1. The Consolidated cash flow statement includes an analysis of all cash flows in total, therefore including both continuing and discontinued operations. For the amounts related to discontinued operations split by activities and a reconciliation of profit from continuing operations to total, including discontinued operations, see Note 3 Change in the scope of the consolidation.

in € million	2025	2024
Cash provided by operating activities	**1,445**	**1,778**
Investing activities		
Capital expenditure for intangible assets	(136)	(119)
Capital expenditure for property, plant and equipment	(628)	(645)
Proceeds from disposal of property, plant and equipment	64	19
Acquisition of businesses	(19)	(5)
Disposal of businesses	1,270	42
Payments for short-term financial investments	(63)	-
Proceeds from short-term financial investments	-	43
Other financial assets (incl. associates):		
- Dividends received	4	14
- Capital payments and acquisitions	(30)	(8)
- Proceeds from disposals	31	397
- Additions to loans granted	(26)	(81)
- Repayment of loans granted	5	58
Interest received	33	33
Cash from / (used in) investing activities	**505**	**(252)**
Financing activities		
Acquisition of non-controlling interests	(106)	(26)
Proceeds from borrowings	740	833
Repayment of borrowings	(560)	(623)
Payments of lease liabilities	(109)	(110)
Change in debt to credit institutions	24	38
Proceeds from re-issued treasury shares	5	21
Repurchase of shares	(1,181)	(706)
Remuneration and redemption of hybrid bonds (equity)	(783)	(28)
Dividend paid	(718)	(667)
Interest paid	(64)	(67)
Other	-	1
Cash (used in) / from financing activities	**(2,752)**	**(1,334)**
Cash and cash equivalents at the beginning of the period	**2,667**	**2,456**
Net increase / (decrease) in cash and cash equivalents	(802)	192
Effect of movements in exchange rates on cash held	(72)	19
Cash and cash equivalents at the end of the period (including cash classified as held for sale)	**1,793**	**2,667**
Reclassification to held for sale	(11)	-
Cash and cash equivalents at the end of the period	**1,782**	**2,667**

See also Note 26 Notes to the cash flow statement.



Notes to the Consolidated Financial Statements

NOTE 1

General information

Basis of preparation

The Group's Consolidated Financial Statements have been prepared in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB) and Swiss law.

In the following notes, all amounts are shown in millions of euros (€), unless otherwise stated.

Effect of new or amended standards

On April 9, 2024, the International Accounting Standards Board (IASB) issued IFRS 18 Presentation and Disclosure in Financial Statements, which becomes effective from January 1, 2027. IFRS 18 includes requirements on the presentation of new defined subtotals in the consolidated income statement, the disclosure of management-defined performance measures, and enhanced requirements for the aggregation and disaggregation of information. As such, IFRS 18 will primarily affect the presentation of the consolidated income statement and the categorization of certain items of income and expenses. During 2025, dsm-firmenich has performed a preliminary impact assessment, but the company has not yet completed its detailed assessment.

Other new or amended standards that are effective from January 1, 2025 do not have a material effect on dsm-firmenich's Consolidated Financial Statements. In addition, other new or amended standards effective after January 1, 2026 were neither adopted early, nor expected to have significant impact.

Group material accounting policies

The below information outlines the general Group material accounting policies. Other specific material accounting policies that management considers to be the most important for the presentation of the financial position and results of dsm-firmenich's operations are included in the relevant notes and applied throughout the Consolidated Financial Statements.

Principles of consolidation

As a parent company, DSM-Firmenich AG is exposed to, or has a right to, the variable returns from its involvement with its subsidiaries and has the ability to affect the returns through its power over the subsidiaries. The financial data of subsidiaries are fully consolidated. Non-controlling interests in the Group's equity and profit and loss are stated separately. Subsidiaries are consolidated from the acquisition date until the date on which dsm-firmenich ceases to have control. From the acquisition date onwards, all intra-Group balances and transactions and unrealized profits or losses from intra-Group transactions are eliminated.

A joint arrangement is an entity in which dsm-firmenich holds an interest and which is jointly controlled by dsm-firmenich and one or more other partners under a contractual arrangement. A joint arrangement can either be a joint venture whereby dsm-firmenich and the other partner(s) have rights to the net assets of the arrangement, or a joint operation where dsm-firmenich and the partner(s) have rights to the assets and obligations for the liabilities of the arrangement.

For joint ventures, the investment in the net assets is recognized and accounted for in accordance with the equity method, see also Note 10 Associates and joint arrangements. For a joint operation, assets, liabilities, revenues, and expenses are recognized in the financial statements of dsm-firmenich in accordance with the contractual entitlement or obligations of dsm-firmenich.

Foreign currencies

The Group's presentation currency is the euro (€), which is also the parent company's functional currency.

Each entity of the Group records transactions and balance sheet items in its functional currency. Transactions denominated in a currency other than the functional currency are recorded at the spot exchange rates prevailing at the date of the transactions.

Monetary assets and liabilities denominated in a currency other than the functional currency of the entity are translated at the closing rates. Exchange differences resulting from the settlement of these transactions and from the translation of monetary items are recognized in the income statement. Non-monetary items that are measured on the basis of historical costs denominated in a currency other than the functional currency continue to be translated against the rate at initial recognition and will not result in exchange differences.

On consolidation, the balance sheets of subsidiaries that do not have the euro as their functional currency are translated into euros at the closing rate. The income statements of these entities are translated into euros at the average rates for the relevant period. The functional currency in which goodwill paid on acquisition is recorded is based on the business case underlying the corresponding business combination.

Exchange differences arising from the translation of quasi-equity loans and the net investment in entities with a functional currency other than the euro are recorded in Other comprehensive income. The same applies to exchange differences arising from borrowings and other financial instruments insofar as those instruments hedge the currency risk related to the net investment. On disposal of an entity with a functional currency other than the euro, the cumulative exchange differences relating to the translation of the net investment are recognized in profit or loss.

The currency exchange rates that were used in preparing the Consolidated Financial Statements are listed below for the most important currencies.

1 euro =	Exchange rate at December 31		Average exchange rate	
	2025	2024	**2025**	2024
US dollar	1.18	1.04	1.13	1.08
Swiss franc	0.93	0.94	0.94	0.95
Brazilian real	6.44	6.43	6.31	5.83
Chinese renminbi	8.23	7.58	8.12	7.79

Emission rights

dsm-firmenich is subject to legislation encouraging reductions in greenhouse gas emissions and has been awarded emission rights (principally CO_2 emission rights) in a number of jurisdictions. Emission rights are reserved for meeting delivery obligations and are recognized at cost. Income is recognized when surplus emission rights are sold to third parties. When actual emissions exceed the emission rights available to dsm-firmenich, a liability is recognized for the expected additional costs.

Significant accounting estimates and judgments

The preparation of the Consolidated Financial Statements requires management to make estimates that affect the application of accounting policies and the reported amounts of assets and liabilities, income and expenses, disclosure of contingent assets and liabilities at the date of the financial statements. Actual outcomes could differ from those estimates. The estimates are based on historical experience, expert knowledge, and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Furthermore, the application of the Group's accounting policies may require management to make judgments, apart from those involving estimates, that can have a significant effect on the amounts recognized in the financial statements. Areas of management estimates and judgments that have a significant effect on the amounts recognized in the financial statements are disclosed along with the material accounting policies in the relevant notes.

Presentation of consolidated income statement

dsm-firmenich presents expenses in the consolidated income statement in accordance with their function. This allows the presentation of gross profit on the face of the income statement, which is a widely used performance measure in the industry. The composition of the costs allocated to the individual functions is explained below.

Cost of sales encompasses all manufacturing costs (including raw materials, employee benefits, and depreciation and amortization) related to goods and services captured in net sales. These are measured at their actual cost based on weighted average cost, or FIFO.

Marketing & Sales relates to the selling and marketing of goods and services, and also includes all costs that are directly related to the sale of goods, but are not originated by the manufacturing of the goods (e.g., outbound freight).

Research & Development consists of:

- Research, which is defined as original and planned investigation undertaken with the prospect of gaining new scientific or technical knowledge and understanding
- Development, which is defined as the application of research findings or other knowledge to a plan or design for the production of new or substantially improved materials, devices, products, processes, systems or services before the start of commercial production or use that do not meet the accounting requirements for capitalization

General & Administrative relates to the strategic and governance role of the general management of the company as well as the representation of dsm-firmenich as a whole in the financial, political, or business community. It also relates to business support activities of staff departments that are not directly related to the other functional areas.

NOTE 2

Alternative performance measures

Accounting policy

In monitoring the financial performance of dsm-firmenich, management uses certain alternative performance measures (APMs) not defined by IFRS. These APMs should not be viewed in isolation as alternatives to the equivalent IFRS measures and should be used as supplementary information in conjunction with the most directly comparable IFRS measures. APMs do not have standardized meaning under IFRS and therefore may not be comparable to similar measures presented by other companies.

APM adjustments

To arrive at these APMs, adjustments are made (i.e., APM adjustments) for material items of income and expense arising from circumstances such as acquisitions, divestments, restructuring, impairments, and other events. Other APM-adjusting events include site closure costs, environmental cleaning, litigation settlements, or other non-operational (contractual) arrangements. Except for items related to acquisitions, divestments, and integration costs incurred from the transaction date (including non-recurring inventory value adjustments) as well as adjustments due to previously recognized APM adjusting events, the threshold for APM adjustments is €10 million.

Estimates and judgments

Significant judgment in using APMs relates to the identification of material items in the consolidated income statement as 'APM adjustments'.

Definitions

- **Earnings before interest, tax, depreciation and amortization (EBITDA)** is the IFRS metric operating profit, with depreciation, amortization, and impairments added back
- **Adjusted earnings before interest, tax, depreciation and amortization (Adj. EBITDA)** is EBITDA adjusted for material items of profit or loss, as defined under 'APM adjustments'
- **Adjusted operating profit (Adj. EBIT)** is the IFRS metric operating profit adjusted for material items of profit or loss, as defined under 'APM adjustments'
- **Core adjusted EBIT (Core adj. EBIT)** is calculated as the IFRS metric operating profit adjusted for material items of profit or loss, as defined under 'APM adjustments', and adjusted for the impact of the amortisation of intangible assets recognized through purchase price allocations (PPA)
- **Adjusted net profit (Adj. net profit)** is the IFRS metric net profit adjusted for material items of profit or loss, as defined under 'APM adjustments'
- **Core adjusted net profit (Core adj. net profit)** is the IFRS metric net profit (from continuing operations) adjusted for material items of profit or loss, as defined under 'APM adjustments', and adjusted for the impact of the amortisation of intangible assets recognized through purchase price allocations (PPA) as well as the PPA impact on financial income and expense
- **Adjusted gross operating free cash flow (AGOFCF)** is defined as the IFRS metric operating profit plus depreciation, amortization, and impairments, adjusted for material items of profit or loss, as defined under 'APM adjustments', adjusted for intrinsic changes in the working capital, minus capital expenditures. This metric is based on continuing operations
- **Adjusted earnings per share (Adj. EPS)** is calculated as the net profit available to holders of ordinary shares adjusted for material items of profit or loss, as defined under 'APM adjustments', divided by the weighted average of ordinary shares outstanding
- **Core adjusted earnings per share (Core adj. EPS)** is calculated as the net profit (from continuing operations) available to holders of ordinary shares adjusted for material items of profit or loss, as defined under 'APM adjustments', adjusted for the impact of the amortisation of intangible assets recognized through purchase price allocations (PPA) as well as the PPA impact on financial income and expense, divided by the weighted average number of ordinary shares outstanding
- **Capital employed** is the total of the carrying amount of intangible assets and property, plant and equipment, inventories, trade receivables and other receivables, less trade payables, other current liabilities, investment grants and customer funding. Average capital employed is calculated as the average of the capital employed at the end of the preceding five quarters, including the current quarter
- **Core capital employed** is defined as capital employed, adjusted for the impact of the Firmenich purchase price allocation (PPA). Average core capital employed is calculated as the average of the core capital employed at the end of the preceding five quarters, including the current quarter.
- **Core adjusted return on capital employed (Core adj. ROCE)*** is core adjusted EBIT as a percentage of average core capital employed.

*In 2025, dsm-firmenich updated the definitions of 'Core adjusted EBIT' and 'Core adjusted net profit' to not only correct for the impact of merger-related purchase-price allocation (PPA) adjustments but also for PPA adjustments from all pre-merger acquisitions, to allow for easier comparison with industry peers

APM adjustments

APM adjustments mainly impact the EBITDA, operating profit, net profit, and EPS and can be specified as per the table on the right.

In 2025, the main APM adjustments were:

- Acquisition (merger) and divestment costs of €45m, mainly related to costs related to the merger transaction
- Restructuring costs of €54 million, mainly related to the vitamin transformation program
- Other costs of a net amount of €16 million include legal costs related to litigation and claims
- Impairments of Property, Plant and Equipment (PPE), goodwill and intangible assets of €35 million, mainly related to the impairment loss recognized upon the classification of smaller business as held for sale
- Adjustments to result from associates and joint ventures of €57 million related to impairment losses on dsm-firmenich's share in associates and joint ventures

In 2024, the main APM adjustments were:

- Acquisition (merger), divestment, and integration costs of €101 million relate mainly to the further integration between DSM and Firmenich, the sale of the Jiangshan vitamin C business and the deconsolidation of Olatein
- Restructuring costs of €36 million relates to various restructuring programs within dsm-firmenich, including the additional costs following the closure of the Pinova ingredients plant
- Impairments of PPE, goodwill and intangible assets of €90 million are mainly related to the intangible assets of €54 million concerning specific molecule technologies, for which the supply rights were transferred
- Other costs of €42 million mainly relates to costs of litigation and claims

APM Adjustments (continuing operations)

	2025	2024
APM Adjustments (continuing operations)		
- Acquisition/divestment/integration costs	45	101
- Restructuring	54	36
- Other	16	42
- Impairments/(reversals) of PPE, goodwill, and intangible assets	35	90
- Financial income and expense	16	5
- Income tax related to adjustments	(35)	(40)
- Adjustments to result from associates and joint ventures	57	(4)
Total APM adjustments (income)/expense	**188**	**230**

Reconciliation alternative performance measures (continuing operations)

A reconciliation of the APMs to the most directly comparable IFRS measures can be found in the table alternative performance measures below.

	2025		2024	
	Continuing operations	Total	Continuing operations	Total
Operating profit (loss)	711	(877)	547	561
Depreciation, amortization and impairments	946	3,122	1,025	1,430
EBITDA	**1,657**	**2,245**	**1,572**	**1,991**
APM adjustments to EBITDA:				
– Acquisitions/divestments/integration	45	(32)	101	40
– Restructuring	54	50	36	45
– Other	16	16	42	42
Total APM adjustments to EBITDA	115	34	179	127
Adjusted EBITDA	**1,772**	**2,279**	**1,751**	**2,118**
Operating profit (loss)	**711**	**(877)**	**547**	**561**
APM adjustments to Operating profit:				
– APM adjustments to EBITDA	115	34	179	127
– Impairments/(reversals) of PPE and Intangible assets	35	1,957	90	238
Total APM adjustments to operating profit (loss)	150	1,991	269	365
Adjusted operating profit (loss)	**861**	**1,114**	**816**	**926**
PPA adjustments	429		461	
Core adjusted EBIT	**1,290**		**1,277**	
Net profit (loss)	**342**	**(1,039)**	**359**	**280**
APM adjustments to net profit (loss):				
– Operating profit (loss)	150	1,991	269	365
– Financial income and expense	16	16	5	5
– Result relating to associates / joint ventures	57	57	(4)	(4)
Income tax related to APM adjustments	(35)	(331)	(40)	(45)
Total APM adjustments to net profit (loss)	188	1,733	230	321
Adjusted net profit (loss)	**530**	**694**	**589**	**601**
PPA adjustments	357		387	
Core adjusted net profit (loss)	**887**		**976**	
Profit attributable to non-controlling interests	(2)		(11)	
Core adjusted net profit (loss) available to holders of ordinary shares	**885**		**965**	
Adjusted net profit (loss) available to holders of ordinary shares	**528**		**578**	

Capital employed, ROCE and Adjusted gross operating free cash flow (continuing operations)

	2025	2024
Average capital employed	21,655	22,042
Average core capital employed	11,624	11,690
Core adjusted operating profit (EBIT) continuing operations	1,290	1,277
Core adjusted return on capital employed (Core adj. ROCE)	**11.1**	**10.9**
Adjusted EBITDA	1,772	1,751
Change working capital, total Group	(210)	198
Capital expenditures, total Group	(764)	(764)
Excluding discontinued operations	152	32
Adj. gross operating free cash flow	**950**	**1,217**

Earnings per share

	2025		2024	
	Continuing operations	Total Group	Continuing operations	Total Group
Earnings per share (EPS)				
Weighted average number of ordinary shares outstanding (in million)	259.3	**259.3**	264.6	264.6
Effect of dilution (in million)	0.1	**0.1**	–	–
Diluted weighted average number of ord. shares outstanding (in million)	259.4	**259.4**	264.6	264.6
in € million				
Net profit available to holders of ordinary shares	340	**(1,081)**	348	250
Adjusted net profit available to holders of ordinary shares	528	**652**	578	571
Core adj. net profit available to holders of ordinary shares	885	**1,029**	965	982
Interest on hybrid bonds (equity)	26	**26**	28	28
in € [1]				
EPS	1.21	**(4.27)**	1.21	0.84
Diluted EPS	1.21	**(4.27)**	1.21	0.84
Adj. EPS	1.94	**2.41**	2.08	2.05
Diluted Adj. EPS	1.94	**2.41**	2.08	2.05
Core adj. EPS	3.31	**3.87**	3.54	3.61
Diluted core adj. EPS	3.31	**3.87**	3.54	3.61

[1] 2024 EPS figures restated for comparison purposes.

NOTE 3

Change in the scope of consolidation

Accounting policy

Business combinations

Business combinations are accounted for using the acquisition method from the moment control is transferred to the Group.

The cost of an acquisition is measured as the aggregate of the consideration transferred, including assets transferred, shares issued, and liabilities incurred, measured at acquisition date fair value. Acquisition-related costs incurred are expensed, except if related to the issue of debt or equity securities. As of the acquisition date, identifiable assets acquired, liabilities assumed, and any non-controlling interest in the acquiree are recognized separately from goodwill.

Identifiable assets acquired and the liabilities assumed are measured at acquisition date fair value. For each business combination, dsm-firmenich elects whether it measures the non-controlling interest in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Any contingent consideration payable is measured at fair value at the acquisition date; subsequent changes in the fair value of the contingent consideration resulting from events after the acquisition date are recognized in profit or loss.

For business combinations with the acquisition date in the prior reporting period, comparative information is revised in case adjustments are made during the measurement period to the provisional amounts, determined as part of the purchase price allocation (PPA), based on information available at the acquisition date.

Non-current assets and disposal groups held for sale

Non-current assets and disposal groups (assets and liabilities relating to an activity that is to be sold) are classified as 'held for sale' if their carrying amount is to be recovered principally through a sales transaction rather than through continuing use.

The reclassification takes place when the assets are available for immediate sale and the sale is highly probable. These conditions are usually met as from the date on which a letter of intent or agreement to sell is ready for signing. Non-current assets and disposal groups held for sale are measured at the lower of carrying amount and fair value less costs to sell. Non-current assets held for sale are not depreciated or amortized.

Discontinued operations

Discontinued operations comprise those activities that were disposed of during the period or which were classified as held for sale at the end of the period and represent, or is part of single co-ordinated plan to dispose of, a separate major line of business or geographical area that can be clearly distinguished for the purposes of operational and financial reporting.

Classification as a discontinued operation occurs when the operation meets the criteria to be classified as held for sale.

The business results reclassified to discontinued operations include also intercompany recharges that cease to be earned/incurred on disposal. Corporate costs are excluded from the reclassification to discontinued operations.

The comparative numbers in the Income statement and the Statement of comprehensive income are re-presented as if the activities had been discontinued from the start of the comparative year.

Estimates and judgments

Key estimates dsm-firmenich makes in the accounting for changes in the scope of consolidation relate to the determination of fair values for assets acquired and liabilities assumed in business combinations. These estimates are based on historical quoted market prices and experience and are generally validated by external valuation specialists.

Acquisitions

In 2025, dsm-firmenich did not acquire any business (same as in 2024).

Divestments

Feed Enzymes

On June 2, 2025, dsm-firmenich completed the divestment of its interest in the Feed Enzymes Alliance to its partner Novonesis, a global leader in biosolutions, for a cash consideration of €1.5 billion. The Feed Enzymes business was part of the Animal Nutrition & Health Business Unit, and represented approximately €165 million sales in 2024, with approximately 100 employees who were transferred to Novonesis.

Other divestments

The other divestments that were completed in the reporting period include the Pentapharm business (BU P&B) and the Mechanical biomedical devices business (BU HNC).

Summary of divestments in 2025

See the table below for the book result of the divestments that took place in the reporting year.

	Feed Enzymes	Other divestments	Total
Assets			
Goodwill and intangible assets	(1,086)	-	(1,086)
Property, plant and equipment	-	(18)	(18)
Other non-current assets	-	3	3
Inventories	(33)	(22)	(55)
Receivables and other current assets	52	(5)	47
Cash and cash equivalents	(30)	(4)	(34)
Total assets	**(1,097)**	**(46)**	**(1,143)**
Liabilities			
Provisions	-	-	-
Non-current liabilities	-	-	-
Current liabilities	17	(1)	16
Total liabilities	**17**	**(1)**	**16**
Net assets	**(1,114)**	**(45)**	**(1,159)**
Non-controlling interest	-	-	-
Net assets dsm-firmenich shareholders	**(1,114)**	**(45)**	**(1,159)**
Consideration	1,475	2	1,477
Selling costs	(10)	(2)	(12)
Book result	351	(45)	306
Release translation reserve, hedging reserve	(60)	(1)	(61)
Income tax	-	1	1
Net book result	291	(45)	246
Impact on the cash flow statement			
Consideration	1,475	2	1,477
Of which deferred payments, non-cash and internal financing	-	(1)	(1)
Consideration in cash	1,475	1	1,476
Cash in divested company	**(30)**	**(4)**	**(34)**
Selling costs	(10)	(2)	(12)
Other divestment-related cash-in/(out)	(19)	(141)	(160)
Total cash-in/(out) related to disposals	**1,416**	**(146)**	**1,270**

Income statement continuing and discontinued operations

Discontinued Operations captures the results of the combined businesses that were an integral part of the single co-ordinated plan to dispose these businesses following dsm-firmenich's post-merger portfolio review, mainly including the ANH business subject to the carve-out and the completed divestments of the Feed Enzymes business, the Yeast Extracts business, and the Marine Lipids business. The assets and liabilities related to the ANH business subject to the carve-out were reclassified as assets held for sale at year-end following its planned divestment.

The operating loss in discontinued operations amounting to -€1,588 million comprises the full year operating profit of the regular activities of the discontinued businesses (€253 million), the book profit of the divested businesses in 2025 (€245 million), the impairment of the ANH business which is held for sale (-€1,922 million), and carve-out and divestment costs (-€164 million).

	2025			2024		
	Continuing operations	Discontinued operations	Total Group	Continuing operations	Discontinued operations	Total Group
Net sales	9,034	3,487	**12,521**	9,054	3,745	12,799
Adjusted EBITDA	1,772	507	**2,279**	1,751	367	2,118
EBITDA	1,657	588	**2,245**	1,572	419	1,991
Total expenses	8,323	5,075	**13,398**	8,507	3,731	12,238
Adjusted operating profit (loss)	861	253	**1,114**	816	110	926
Operating profit (loss)	711	(1,588)	**(877)**	547	14	561
Financial income and expense	(143)	(10)	**(153)**	(124)	(10)	(134)
Profit (loss) before income tax expense	**568**	**(1,598)**	**(1,030)**	**423**	**4**	**427**
Income tax expense	(118)	216	**98**	(64)	(83)	(147)
Results related to associates and joint ventures	(108)	1	**(107)**	-	-	-
Net profit (loss) for the year	**342**	**(1,381)**	**(1,039)**	**359**	**(79)**	**280**
Of which attributable to non-controlling interests	2	40	**42**	11	19	30
Interest on hybrid bonds (equity)	26	-	**26**	28	-	28
Available to holders of ordinary shares	**314**	**(1,421)**	**(1,107)**	**320**	**(98)**	**222**
Earnings per share (EPS)						
- Net basic EPS	1.21	(5.48)	**(4.27)**	1.21	(0.37)	0.84

Impact of discontinued operations on the cash flow statement

The impact of the business that has been included as discontinued operations in the cash flow statement is shown in the table opposite.

Impact of discontinued operations on the cash flow statement

	2025	2024
Net cash provided by / (used in):		
- Operating activities	376	336
- Investing activities	1,112	(159)
Total	**1,488**	**177**

Investing activities in 2025 include the divestment of the Feed Enzymes business for €1,416 million.
See also Note 26 Notes to the cash flow statement

Impact on comprehensive income

The impact of the businesses that have been presented as discontinued operations in the income statement and statement of comprehensive income are presented in the table opposite.

The comparative numbers in the Income statement and the Statement of comprehensive income are re-presented as if the activities of the combined businesses that were an integral part of the single co-ordinated plan to dispose these businesses had been discontinued from the start of the comparative year 2024.

See also the section Assets and liabilities held for sale, on the next page.

Impact of discontinued operations on comprehensive income

	2025	2024
Net profit from discontinued operations	**(1,381)**	**(79)**
Other comprehensive income		
Remeasurements of defined benefit pension plans	28	1
Related tax	(4)	(1)
Items that will not be reclassified to profit or loss	**24**	**-**
Exchange differences on translation of foreign operations		
- Change for the year	133	(112)
Items that may subsequently be reclassified to profit or loss	**133**	**(112)**
Total comprehensive income discontinued operations	**(1,224)**	**(191)**
Of which:		
- Attributable to non-controlling interests	2	(4)
- Available to equity holders of dsm-firmenich	(1,226)	(187)

Assets and liabilities held for sale

At the end of 2025, the assets and liabilities relating to the remaining ANH business were reclassified to held for sale based on its highly probable sale within the next 12 months (no assets and liabilities were held for sale at the end of 2024). Following its classification to held for sale, the ANH business was measured at the lower of its carrying amount and fair value less cost to sell, resulting in an impairment of €1,922 million.

Impact assets and liabilities held for sale on the balance sheet

The impact of the reclassification of the regarding activities on the dsm-firmenich consolidated balance sheet is presented in the following table.

	Transferred to held for sale	Impairment	Held for Sale on balance sheet
Assets			
Goodwill and intangible assets	940	(821)	119
Property, plant and equipment	1,521	(1,082)	439
Deferred tax assets	379	-	379
Prepaid pension costs	2	-	2
Share in associates and joint ventures	25	-	25
Other non-current assets	40	-	40
Non-current assets	**2,907**	**(1,903)**	**1,004**
Inventories	1,042	-	1,042
Trade receivables	630	-	630
Income tax receivables	20	-	20
Other current receivables	22	-	22
Cash and cash equivalents	11	-	11
Current assets	**1,725**	**-**	**1,725**
Total assets held for sale	**4,632**	**(1,903)**	**2,729**
Liabilities			
Deferred tax liabilities	100	-	100
Employee benefit liabilities	209	-	209
Provisions	3	-	3
Borrowings	50	-	50
Other non-current liabilities	45	-	45
Non-current Liabilities	**407**	**-**	**407**
Employee benefit liabilities	6	-	6
Provisions	61	-	61
Borrowings	1	-	1
Trade payables	720	-	720
Income tax payables	46	-	46
Other current liabilities	165	-	165
Current liabilities	**999**	**-**	**999**
Total liabilities held for sale	**1,406**	**-**	**1,406**
Total held for sale	**3,226**	**(1,903)**	**1,323**
Divestment-related liabilities		(19)	
Total impairment		**(1,922)**	

NOTE 4

Segment information

Accounting policy

dsm-firmenich has segmented its operations by business activity from which revenues are earned and expenses incurred. These operating results are regularly reviewed by the Executive Committee, dsm-firmenich's Chief Operating Decision Maker (CODM), to make decisions about resources to be allocated to the operating segments and assess their performance. dsm-firmenich uses Adjusted EBITDA as the main indicator to evaluate the consolidated performance as well as the performance per operating segment. Discrete financial information is available for each identified operating segment.

The same accounting policies applied to the Consolidated Financial Statements of dsm-firmenich are also applied to the operating segments. Prices for transactions between segments are determined on an arm's length basis at market-based prices. Segment results, assets and liabilities include items directly attributable to a segment as well as those that can reasonably and consistently be allocated. Interest income, interest expense, and income tax expense or income are not allocated to segments as these amounts are not included in the measure of segment profit or loss reviewed by the Executive Committee, or otherwise regularly provided to the Executive Committee. Selected information on a country and regional basis is provided in addition to the information about operating segments.

Operating segments

The continuing operations of dsm-firmenich are organized into three distinct Business Units:

- **Perfumery & Beauty (P&B)** creates premium scents with proven benefits, using the best and largest palette of natural, synthetic, and biotech ingredients. P&B excludes the Aroma Ingredients business, which was transferred to Animal Nutrition & Health (ANH) in view of the carve-out.
- **Taste, Texture & Health (TTH)** helps customers create food and beverage products that are delicious, nutritious, affordable, and sustainable – providing enjoyment and nourishment for consumers, and better health for People and Planet. TTH includes the Bovaer® business, which was transferred from ANH in view of the carve-out.
- **Health, Nutrition & Care (HNC)** provides people a way to look after their health by adding critical nutrients to their diets, driving medical innovation forward, speeding up recovery, and enhancing quality of life. HNC includes the Veramaris business, which was transferred from ANH in view of the carve-out.

The ANH business also continued to be a reportable segment throughout 2025; however, in view of its highly probable sale, it was reclassified to 'discontinued operations' at year-end 2025.

The Business Units are created with clear end-market orientation and large addressable markets. They are clustered in coherent product and market combinations with similar customers and distribution channels, and their operating results are regularly reviewed by the Executive Committee. Therefore, these Business Units have been identified as the reportable operating segments of dsm-firmenich.

Any consolidated activities outside the three reportable operating segments above are reported as the reportable segment 'Corporate Activities'. These consist of corporate operating and service activities that are not further allocated to the operating segments.

Following the changes in the composition of the reportable operating segments in view of the carve-out, the previously reported information has been restated accordingly.

dsm-firmenich does not have a single external customer that represents 10% or more of total sales.

Reportable segments

	Perfumery & Beauty	Taste, Texture & Health	Health, Nutrition & Care	Corporate Activities	Total continuing operations	Discontinued operations	Total Group
2025							
Net sales	3,760	3,146	2,102	26	**9,034**	3,487	**12,521**
Adjusted EBITDA[1]	815	648	407	(98)	**1,772**	507	**2,279**
EBITDA	807	674	369	(193)	**1,657**	588	**2,245**
Adjusted operating profit[1]	460	322	213	(134)	**861**	253	**1,114**
Operating profit	432	340	168	(229)	**711**	(1,588)	**(877)**
Capital expenditures	170	315	123	-	**608**	156	**764**
Adjusted EBITDA margin (in %)	21.7	20.6	19.4	-	**19.6**	14.5	**18.2**
2024[2]							
Net sales	3,776	3,109	2,117	52	**9,054**	3,745	**12,799**
Adjusted EBITDA[1]	842	626	377	(94)	**1,751**	367	**2,118**
EBITDA	837	589	357	(211)	**1,572**	419	**1,991**
Adjusted operating profit[1]	470	302	199	(155)	**816**	110	**926**
Operating profit	465	264	92	(274)	**547**	14	**561**
Capital expenditures	182	300	138	-	**620**	144	**764**
Adjusted EBITDA margin (in %)	22.3	20.1	17.8	-	**19.3**	9.8	**16.5**

[1] See Note 2 Alternative performance measures for the reconciliation to IFRS performance measures
[2] Restated for comparison purposes

Geographical information

	Switzerland	Netherlands	Rest of EMEA	North America	Latin America	China	Rest of Asia	Total
2025								
Net sales continuing operations (by destination)								
In € millions	214	302	3,098	2,353	857	671	1,539	**9,034**
In %	2	3	35	26	10	7	17	**100**
Workforce at period-end (headcount)[1]	3,678	1,763	8,437	4,204	3,577	3,324	3,567	**28,550**
Intangible assets and property, plant and equipment at year-end (carrying amount)	11,190	1,555	3,279	2,393	322	522	297	**19,558**
2024								
Net sales continuing operations (by destination)								
In € millions	173	296	3,018	2,456	882	708	1,521	**9,054**
In %	2	3	33	27	10	8	17	**100**
Workforce at year-end (headcount)[1]	3,734	1,776	8,134	4,155	3,565	3,365	3,485	**28,214**
Intangible assets and property, plant and equipment at year-end (carrying amount)[1]	14,946	1,618	3,220	2,689	428	603	299	**23,803**

[1] Refers to Total Group, including discontinued operations

NOTE 5

Net sales and costs

Accounting policy

Revenue from contracts with customers is recognized by identifying the contract and its performance obligations as well as by determining and allocating the transaction price to these performance obligations. Net sales represent the invoice value less estimated rebates, cash discounts, and indirect taxes. As sales are generally made with a short-term credit term, the impact of elements of financing is limited.

The payment terms are determined per business segment on a customer basis. Generally, dsm-firmenich has neither specific obligations for returns or refunds, nor specific warranties or other related obligations.

Sale of goods

At dsm-firmenich, revenue related to the sale of goods is recognized in the income statement when the performance obligation is satisfied. This is at the point in time when transfer of control of the goods passes to the buyer. Fulfilment of the performance obligations related to goods sold is measured using the commercial shipment terms as an indicator of the transfer of control. Revenue recognized is measured at the fair value of the contractual transaction price allocated to the performance obligation that is satisfied.

Rendering of services

Income coming from the rendering of services is recognized when the service, i.e., the performance obligation, has been fulfilled. Fulfilment of the performance obligations for services rendered is identified according to the individual contract but generally takes place at the point in time when the service is provided. The revenue recognized is measured at the fair value of the contractual transaction price allocated to the performance obligation that is satisfied.

Net sales

	2025	2024
Goods sold	8,903	8,896
Services rendered	131	158
Total	**9,034**	**9,054**

Disaggregation of net sales

	2025	2024
Perfumery & Beauty	**3,760**	**3,776**
- Perfumery	2,453	2,443
- Ingredients	941	903
- Personal care	366	430
Taste, Texture & Health	**3,146**	**3,109**
- Taste	1,858	1,872
- Ingredients solutions	1,288	1,237
Health, Nutrition & Care	**2,102**	**2,117**
- Dietary supplements and I-Health	846	870
- Early life nutrition	431	413
- Biomedical solutions	207	208
- Other	618	626
Corporate Activities	**26**	**52**
Total	**9,034**	**9,054**

Total costs

In 2025, total operating costs (the total costs included in operating profit) amounted to €8.3 billion, €0.2 billion lower than in 2024, when these costs stood at €8.5 billion.

Total operating costs in 2025 included Cost of sales amounting to €5.5 billion (2024: €5.5 billion); gross profit as a percentage of net sales remained 39% (2024: 39%).

Employee benefit costs

	2025	2024
Wages and salaries	1,820	1,908
Social security costs	254	234
Pension costs (see also Note 24)	174	161
Share-based compensation (see also Note 27)	35	31
Total	**2,283**	**2,334**

Depreciation, amortization, and impairments

	2025	2024
Amortization of intangible assets	545	556
Depreciation of property, plant and equipment owned	264	293
Depreciation of right-of-use assets	90	82
Impairment losses	47	94
Total	**946**	**1,025**

For impairment losses, see also Note 2 Alternative performance measures.

Other operating income

	2025	2024
Release of provisions	4	2
Gain on sale of assets and activities	43	23
Insurance benefits	39	20
Earn-out payments and other settlements	–	21
Sundry	21	8
Total	**107**	**74**

Other operating expense

	2025	2024
Additions to provisions	–	7
Exchange differences	1	8
Acquisitions / disposals	2	39
Sundry	4	8
Total	**7**	**62**

NOTE 6

Finance income and expense

	2025	2024
Finance income		
Interest income	60	69
Fair value change in derivatives	12	15
Sundry	6	6
Total finance income	**78**	**90**
Finance expense		
Interest expense	(146)	(151)
Interest relating to lease liabilities	(17)	(13)
Interest relating to defined benefit plans	(3)	(3)
Fair value change in derivatives	(1)	-
Capitalized interest during construction	9	7
Exchange differences	(50)	(34)
Unwinding of discounted payables	(2)	(5)
Sundry	(11)	(15)
Total finance expense	**(221)**	**(214)**
Total finance income and expense	**(143)**	**(124)**

In 2025, the interest rate applied in the capitalization of interest during construction was 2.5% (2024: 2.5%).

NOTE 7

Income tax

Accounting policy

Income tax expense is recognized in the income statement except to the extent that it relates to an item recognized directly in Other comprehensive income or Shareholders' equity.

Current tax is the expected tax payable or receivable on the taxable income for the year, using tax rates (substantively) enacted at the balance sheet date, plus any adjustment to tax payable with respect to previous years. The current tax position also reflects any uncertainty related to income taxes. Current tax assets and liabilities are offset only if certain criteria are met.

Deferred tax assets and liabilities are recognized for the expected tax consequences of temporary differences between the carrying amount of assets and liabilities and their tax base. Deferred tax assets and liabilities are measured at the tax rates that have been enacted or substantially enacted at the balance sheet date. They reflect any uncertainty related to income taxes and are expected to apply when the related deferred tax assets are realized or the deferred tax liabilities are settled. Deferred tax assets, including assets arising from losses carried forward and tax credits, are reassessed over time and are recognized to the extent that it is probable that future taxable profits will be available against which the deductible temporary differences and unused tax losses can be utilized. Deferred tax assets and liabilities are stated at nominal value.

Deferred taxes are not provided for the following temporary differences: the initial recognition of goodwill, the initial recognition of assets or liabilities that affect neither accounting nor taxable profit, and differences relating to investments in subsidiaries to the extent that they will probably not reverse in the foreseeable future. Deferred tax assets and deferred tax liabilities are offset and presented net when there is a legally enforceable right to offset and the assets and liabilities relate to income taxes levied by the same taxation authority.

Estimates and judgments

Key estimates for income tax generally relate to uncertain tax positions that could result from varying interpretations of tax legislation by local tax authorities in the countries where dsm-firmenich operates. For the measurement of the uncertainty, dsm-firmenich uses the most likely amount or the expected value method to estimate the underlying risk. This requires judgments, and the final outcome may deviate from the estimates.

Income tax

The income tax expense on continuing operations was €118 million, which represents an effective income tax rate of 20.8% (2024: tax expense of €64 million, representing an effective income tax rate of 15.1%). The breakdown of the income tax expense on continuing operations is shown in the table opposite. Since, from a reporting and legal perspective, the continuing and discontinued operations were still fully intertwined for full-year 2024 and a substantial part of 2025, allocation models were applied to determine the split of the tax charge between continuing and discontinued operations for the reporting and the comparative year. The allocation considers multiple factors, circumstances, and allocation keys, and represents management's best possible estimate.

Pillar Two legislation has been enacted in a number of jurisdictions in which dsm-firmenich operates. dsm-firmenich applies the temporary mandatory relief from deferred tax accounting for the impacts of the top-up tax and accounts for it as a current tax when it is incurred. The current income tax expense relating to Pillar Two legislation was less than €1 million in 2025 (2024: less than €1 million) because of the geographical spread of the business results.

The total effective tax rate on the taxable result in 2025 was 20.8% (2024: 15.1%). Excluding APM adjustments, this was 20.8% as well (2024: 14.9%). The effective tax rate in 2025 compared to the Swiss statutory rate was negatively impacted, mainly by the geographical spread, non-recoverable withholding tax, and changes in the valuation of deferred tax assets regarding losses and other carry-forward positions.

The effective tax rates in 2024 and 2025 excluding APM adjustments stem from two different situations. As stated, in 2024 the businesses from continuing and discontinued operations were still fully integrated and intertwined. In the course of 2025, the carve-out of the ANH business was realized and separate legal entities were created to facilitate a standalone operation for ANH. Therefore, a part of the difference between the effective tax rates in these years is caused by the difference in set-up and the mathematical outcome of the allocation methods applied to determine the split of the tax charge for 2024 and 2025 between continuing and discontinued operations.

Income tax

	2025	2024
Current tax (expense) / benefit:		
- Current year	(243)	(209)
- Prior-year adjustments	14	7
- Tax credits compensated	13	12
- Non-recoverable withholding tax	(7)	(1)
Total current tax (expense) / benefit	**(223)**	**(191)**
Deferred tax (expense) / benefit:		
- Originating from temporary differences and their reversal	102	127
- Prior-year adjustments	(10)	1
- Change in tax rate	3	4
- Changes arising from write-down of deferred tax assets	(14)	(4)
- Changes in previously and newly recognized tax losses and tax credits	24	(1)
Total deferred tax (expense) / benefit	**105**	**127**
Total tax (expense) / benefit	**(118)**	**(64)**
Of which related to:		
- Taxable result excl. APM adjustments	(153)	(104)
- APM adjustments	35	40

The relationship between the income tax rate in Switzerland and the effective tax rate on the taxable result can be explained as follows.

Effective tax rate (continuing operations)

In %	2025	2024
Domestic income tax rate	15.1	15.1
Tax effects of:		
- Deviating rates	3.9	0.4
- Change in tax rates	(0.4)	0.5
- Tax-exempt income and non-deductible expense	(0.6)	(1.6)
- Other effects	2.8	0.5
Effective tax rate taxable result, excl. APM adjustments	**20.8**	**14.9**
APM adjustments (see Note 2)	-	0.2
Total effective tax rate	**20.8**	**15.1**

Deferred tax assets and liabilities

The negative balance of the deferred tax assets and deferred tax liabilities decreased by €133 million owing to the changes presented in the table opposite.

In various countries, dsm-firmenich has taken standpoints regarding its tax position which may at any time be challenged, or have already been challenged, by the tax authorities because the authorities in question interpret the law differently. For particular tax treatments for which there exists uncertainty that they are accepted by tax authorities, dsm-firmenich either recognizes a liability or reflects the uncertainty in the recognition and measurement of its current and deferred tax assets and liabilities.

The deferred tax assets and liabilities relating to the balance sheet items are shown in the second table opposite.

The valuation of deferred tax assets depends on the probability of the reversal of temporary differences as well as the utilization of tax loss carryforwards, tax credits, and withholding tax. Deferred tax assets are recognized for future tax benefits arising from temporary differences and for tax loss carryforwards to the extent that the tax benefits are probable. dsm-firmenich assesses the likelihood that deferred tax assets will be recovered from future taxable profits. Deferred tax assets are reduced if, and to the extent that, it is not probable that all or some portion of the deferred tax assets will be realized. In the event that actual future results differ from estimates, and depending on tax strategies that dsm-firmenich may be able to implement, changes to the measurement of deferred taxes could be required, which could have an impact on the company's financial position and profit for the year.

From the total amount of recognized net deferred tax assets, €20 million (2024: €50 million) relates to entities that suffered a loss in either 2025 or 2024 and where utilization is dependent on future taxable profits in excess of the charges arising from the reversal of existing taxable temporary differences. For these entities, net deferred tax assets were recognized on dsm-firmenich's long-term projection.

No deferred tax assets were recognized for carryforward losses amounting to €1,320 million (2024: €560 million). Unrecognized carryforward losses amounting to €266 million will expire in the years up to and including 2030 (2024: €66 million up to and including 2029), €531 million losses between 2031 and 2035 (2024: nil losses between 2030 and 2034), and the remaining €523 million in 2036 and beyond (2024: €494 million in 2035 and beyond). In addition, an amount of €26 million (2024: €15 million) of withholding taxes and an amount of €19 million (2024: nil) of carryforward interest were unrecognized.

No deferred tax liability is recognized on temporary differences relating to unremitted retained earnings of subsidiaries, as the Group is able to control the timings of the reversal of these temporary differences and it is probable that they will not reverse in the foreseeable future. The amount of unremitted retained earnings on which no deferred tax liability has been provided represents €3,297 million (2024: €2,957 million).

Deferred tax assets and liabilities

	2025	2024
Balance at January 1		
Deferred tax assets	299	228
Deferred tax liabilities	(1,556)	(1,751)
Total	**(1,257)**	**(1,523)**
Changes:		
- Income tax income / (expense) in income statement	427	177
- Income tax: change in tax percentage	(6)	-
Total income statement	421	177
- Income tax expense in OCI	(20)	2
- Acquisitions and disposals	4	2
- Transfers	7	71
- Exchange differences	-	14
- Reclassification to held for sale	(279)	-
Balance at December 31	**(1,124)**	**(1,257)**
Of which:		
- Deferred tax assets	227	299
- Deferred tax liabilities	(1,351)	(1,556)

Deferred tax assets and liabilities by balance sheet item

	2025		2024	
	Deferred tax assets	Deferred tax liabilities	Deferred tax assets	Deferred tax liabilities
Intangible assets	142	(1,253)	60	(1,357)
Property, plant and equipment	243	(284)	31	(283)
Right-of-use assets	9	(77)	1	(71)
Financial assets	46	(27)	41	(11)
Inventories	118	(24)	122	(24)
Receivables	36	(26)	15	(25)
Reclassification to held for sale	(379)	100	-	-
Lease liabilities non-current	68	-	61	-
Non-current provisions	68	(18)	74	(56)
Other non-current liabilities	1	(28)	-	(26)
Lease liabilities current	12	-	11	-
Other current liabilities	62	(24)	85	(5)
	426	**(1,661)**	**501**	**(1,858)**
Tax losses carried forward	111	-	100	-
Set off	(310)	310	(302)	302
Total	**227**	**(1,351)**	**299**	**(1,556)**

NOTE 8

Goodwill and intangible assets

Accounting policy

Goodwill

Goodwill represents the excess of the cost of an acquisition over dsm-firmenich's share in the net fair value of the identifiable assets and liabilities in a business combination. Goodwill arising from the acquisition of a business is included in intangible assets. Goodwill paid on acquisition of joint ventures or associates is included in the carrying amount of these entities. Goodwill recognized as an intangible asset is tested for impairment annually, and when there are indications that the carrying amount may exceed the recoverable amount. A gain or loss on the disposal of an operation includes the goodwill allocated to the operation sold.

Intangible assets acquired as part of a business combination

Intangible assets acquired in a business combination are recognized at fair value on the date of acquisition and subsequently amortized on a straight-line basis over their expected useful lives. The expected useful lives vary from four to 20 years.

Separately acquired intangible assets

Separately acquired licenses, patents, application software and other purchased rights are carried at historical cost less straight-line amortization and less any impairment losses. The expected useful lives vary from four to 20 years.

Capital expenditure that is directly related to the development of application software is recognized as an intangible asset and amortized over its estimated useful life (five to eight years). Costs of software maintenance are expensed when incurred.

Internally generated intangible assets

Research costs are expensed when incurred. Development expenditure is capitalized if the recognition criteria are met and if it is demonstrated that:

- It is technically feasible to complete the asset
- The entity intends to complete the asset
- The entity is able to sell the asset
- The asset is capable of generating future economic benefits
- Adequate resources are available to complete the asset
- The expenditure attributable to the asset can be reliably measured

Capitalized development expenditure is amortized over the asset's useful life on a straight-line basis. As long as internally generated intangible assets are under construction, they are not amortized as they are not yet available for use. Instead, they are subject to a review for impairment annually, or more frequently if events or circumstances indicate this is necessary. Any impairment is charged to the income statement as it arises.

Impairment of non-financial assets

When there are indications that the carrying amount of a non-financial asset (goodwill, an intangible asset, or an item of property, plant and equipment) may exceed the estimated recoverable amount (the higher of its value in use and fair value less costs of disposal), an impairment test is performed.

If an individual intangible asset does not generate largely independent cash flows, the recoverable amount is determined for the cash generating unit (CGU) to which the asset belongs. In assessing the value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market interest rates and the risks specific to the asset or CGU.

When the recoverable amount of a non-financial asset or a CGU is less than its carrying amount, the carrying amount is impaired to its recoverable amount and an impairment charge is recognized in profit or loss. An impairment loss is reversed when there has been a change in estimate that is relevant for the determination of the asset's recoverable amount since the last impairment loss was recognized. Impairment losses for goodwill are never reversed.

Estimates and judgments

Key estimates and judgments dsm-firmenich makes in the accounting for goodwill and intangible assets relate to:

- The amortization period of intangible assets, which depends on their useful lives
- The determination of CGUs, which depends on the capacity of the asset or group of assets to generate independent cash flows
- The estimation and allocation of future cash flows, growth rates, discount rates and fair values minus costs of disposal for the impairment testing of goodwill and intangible assets. These estimates are based on historical and current market rates, quoted prices, experience, and current business outlooks, and are generally validated by external valuation specialists.

Intangible assets

The amortization and impairment losses of goodwill and intangible assets are included in Cost of sales, Marketing & Sales, Research & Development, and General & Administrative expenses.

Where dsm-firmenich acquired entities in business combinations in the past, they were accounted for by the acquisition method, resulting in recognition of mainly goodwill, customer- and marketing-related, and technology-based intangible assets.
The main intangible assets recognized as a result of the merger in 2023 are customer relationships for €3,407 million, technology for €1,044 million, and trademarks for €648 million. Furthermore, an amount of €8,251 million was recognized as goodwill.

Other significant intangibles were mainly obtained during the acquisitions of Glycom in 2020, and F&F Amyris and First Choice Ingredients in 2021. Intangible assets are amortized on a straight-line basis and subject to impairment trigger testing.

There are no intangible assets with an indefinite useful life (same as in 2024). The carrying amount of the internally generated intangible assets includes €130 million (2024: €137 million) that relates mainly to strategic projects which are not being amortized yet. The recoverable amount of these projects was estimated based on the present value of the future cash flows expected to be derived from the projects (value-in-use). Out of €107 million capital expenditure on internally generated intangible assets, €82 million (2024: €81 million) relate to software.

	Goodwill	Customer base	Brands and trademarks	Technology and formulas	Software, licenses and patents	Internally generated	Other	Total
Balance at January 1, 2024								
Cost	11,315	4,880	837	2,174	813	676	258	**20,953**
Amortization and impairment losses	22	777	105	401	452	237	221	**2,215**
Carrying amount	**11,293**	**4,103**	**732**	**1,773**	**361**	**439**	**37**	**18,738**
Changes in carrying amount:								
- Capital expenditure	-	-	-	-	1	113	3	**117**
- Put into operation	-	(1)	4	11	53	(70)	3	**-**
- Disposals and deconsolidations	(47)	(1)	-	-	-	(11)	(1)	**(60)**
- Amortization	-	(250)	(69)	(146)	(108)	(25)	(11)	**(609)**
- Impairment losses	(50)	(1)	(4)	(55)	(1)	(5)	-	**(116)**
- Exchange differences	51	(32)	(3)	(4)	(1)	(5)	1	**7**
- Transfers	-	(15)	(16)	31	10	(33)	24	**1**
	(46)	**(300)**	**(88)**	**(163)**	**(46)**	**(36)**	**19**	**(660)**
Balance at December 31, 2024								
Cost	11,302	4,682	858	2,068	1,013	632	231	**20,786**
Amortization and impairment losses	55	879	214	458	698	229	175	**2,708**
Carrying amount	**11,247**	**3,803**	**644**	**1,610**	**315**	**403**	**56**	**18,078**
- Of which acquisition-related	11,247	3,803	644	1,610	66	-	17	**17,387**
Changes in carrying amount:								
- Capital expenditure	-	-	-	-	28	107	1	**136**
- Put into operation	-	-	-	-	93	(102)	9	**-**
- Disposals and deconsolidations	(1,069)	-	-	(6)	-	(10)	(1)	**(1,086)**
- Amortization	-	(245)	(63)	(123)	(110)	(18)	(33)	**(592)**
- Impairment losses	(11)	-	(2)	-	(2)	(12)	(6)	**(33)**
- Exchange differences	(170)	(4)	3	(12)	3	6	(8)	**(182)**
- Reclassification to held for sale	(550)	(191)	(17)	(101)	(41)	(20)	(20)	**(940)**
- Transfers	-	-	-	-	-	-	3	**3**
	(1,800)	**(440)**	**(79)**	**(242)**	**(29)**	**(49)**	**(55)**	**(2,694)**
Balance at December 31, 2025								
Cost	9,511	4,301	816	1,846	995	581	112	**18,162**
Amortization and impairment losses	64	938	251	478	709	227	111	**2,778**
Carrying amount	**9,447**	**3,363**	**565**	**1,368**	**286**	**354**	**1**	**15,384**
- Of which acquisition-related	9,447	3,363	565	1,368	60	-	-	**14,803**

The disposal of €1,086 million relates to the divestment in June 2025 of the Feed Enzymes business, which was part of the ANH Business Unit. Furthermore, following the classification of the ANH business as held for sale, €940 million was reclassified accordingly at year-end 2025. See also Note 3 Change in the scope of consolidation.

Goodwill

The annual impairment tests of goodwill are performed at year-end. The CGUs dsm-firmenich identified in 2025 are Perfumery & Beauty (P&B), Taste, Texture & Health (TTH), and Health, Nutrition & Care (HNC).

The recoverable amount of the CGUs is based on a value-in-use calculation. More specifically, the cash flow projections in Euros are based on the budget for 2026 as well as the Long Range Planning (LRP), as approved by management. The key assumptions in the cash flow projections relate to the market growth for the CGUs and the related revenue projections, EBITDA developments, and the rates used for discounting cash flows.

For the CGUs P&B and HNC, which are considered mature businesses, a forecast period of five years is used thereafter applying a terminal value. For TTH, an initial forecast period of seven years was applied, reflecting the remaining period of time during which the identified synergies arising from the merger are expected to continue to contribute to the growth of this CGU.

For HNC, the growth assumptions are based on the growth of the global food markets; for TTH on the growth assumptions of the global food and beverage markets; and for P&B on the growth assumptions of the global fragrances and personal care markets. The terminal value growth rate is determined with the assumption of inflationary growth. The discount rates applied are based on available market information.

Based on the sensitivity tests performed on the impairment test of the CGUs P&B and TTH, it was identified that a reasonably possible adverse change in the pre-tax discount rate could cause the carrying amount of these CGUs to exceed their recoverable amount. Holding all other factors constant, increases of, respectively, 39 basis points and 70 basis points in the pre-tax discount rates of P&B and TTH, or a decrease of 46 basis points in the terminal value growth of P&B would result in recoverable amounts equal to the carrying amounts of these CGUs. The headroom of P&B and TTH amounted to €450 million and €731 million, respectively. The remainder of the sensitivity tests performed indicates that the conclusions of the impairment test of the CGUs would not have been different if a reasonably possible adverse change in any other key parameter had been assumed.

Goodwill per cash generating unit

	2025	2024
Perfumery & Beauty (P&B)	4,086	4,169
Taste, Texture & Health (TTH)	3,676	3,718
Health, Nutrition & Care (HNC)	1,685	1,782
Animal Nutrition & Health (ANH)	-	1,578
Total	**9,447**	**11,247**

Key assumptions for goodwill impairment tests

	2025	2024
Forecast period (years)		
- Mature business	5	5
- Emerging business	7	10
Terminal value growth	2.0%	2.0%
Pre-tax discount rate		
P&B	10.2%	9.0%
TTH	10.1%	8.7%
HNC	9.9%	8.6%
Organic sales growth (year 1-5)		
P&B	2%-5%	2%-4%
TTH	2%-11%	1%-6%
HNC	0%-6%	0%-7%

NOTE 9

Property, plant and equipment

Accounting policy

Property, plant and equipment owned

Items of Property, plant and equipment owned are measured at cost less depreciation calculated on a straight-line basis over their estimated useful lives and less any impairment losses. Borrowing costs during construction are capitalized when the underlying asset under construction meets the recognition criteria of a qualifying asset. Subsequent expenditure is capitalized only when it is probable that future economic benefits associated with the item will flow to the Group. The initially assumed expected useful lives are in principle as follows:

- Buildings: 10-50 years
- Plant and equipment: 4-15 years
- Land is not depreciated

An item of Property, plant and equipment owned is derecognized upon disposal or when no future economic benefits are expected to arise from the continued use or the sale of the asset. Any gain or loss arising on derecognition of the asset is recorded in profit or loss.

Right-of-use assets (leases)

dsm-firmenich mainly leases offices, warehouses, vehicles, machinery, and other equipment.

The Group recognizes a right-of-use asset and a lease liability at the lease commencement date. Right-of-use assets are measured at cost less any depreciation on a straight-line basis over the expected lease term, less any impairment losses, and adjusted for remeasurements of the lease liability. In line with the initially assumed expected useful life of the corresponding asset class within Property, plant and equipment, the minimum expected lease term for building leases is in principle 10 years. However, the contractual terms or specific circumstances could require applying the shorter non-cancellable period in determining the expected lease term. For vehicle leases, the expected lease term is set equal to the contractual term (four to five years).

Impairment of property, plant or equipment

If there is an indication of impairment, the carrying amount of an item of property, plant and equipment or the cash generating unit (CGU) to which it belongs is reviewed and the recoverable amount of the asset or the CGU is estimated. An impairment loss is recognized if the carrying amount of an asset or CGU exceeds its recoverable amount. An impairment loss is reversed when there has been a change in estimate that is relevant for the determination of the asset's recoverable amount since the last impairment loss was recognized.

Estimates and judgments

Key estimates and judgments dsm-firmenich makes in the accounting for items of property, plant and equipment relate to:

- The depreciation period of items of Property, plant and equipment, which depend on their useful lives
- The determination of the lease term for lease contracts based on assessment of available renewal options. Estimates are based on the underlying asset class, past practices and current business outlooks
- The estimation and allocation of future cash flows, growth rates, discount rates and fair values minus costs of disposal for the impairment testing of items of Property, plant and equipment. These estimates are based on historical and current market rates, experience, and current business outlooks

Property, plant and equipment

In 2025, impairment losses of €32 million on Property, plant and equipment owned (2024: €128 million) and of €2 million on Right-of-use assets (2024: nil) were recognized. See also Note 2 Alternative performance measures.

In addition, following the classification of the ANH business as held for sale, €1,461 million and €60 million in, respectively, Property, plant and equipment owned and Right-of-use assets were reclassified accordingly at year-end 2025.

Composition of Property, plant and equipment

	2025	2024
Property, plant and equipment owned	3,738	5,223
Right-of-use assets	436	502
Total	**4,174**	**5,725**

Property, plant and equipment owned

	Land and buildings	Plant and equipment	Under construction	Total
Balance at January 1, 2024				
Cost	2,962	5,642	809	**9,413**
Depreciation and impairments	925	3,332	-	**4,257**
Carrying amount at January 1, 2024	**2,037**	**2,310**	**809**	**5,156**
Changes in carrying amount:				
- Capital expenditure	11	57	645	**713**
- Put into operation	91	440	(531)	**-**
- Disposals and deconsolidations	(56)	(66)	(2)	**(124)**
- Depreciation	(122)	(359)	-	**(481)**
- Impairment losses	(35)	(90)	(3)	**(128)**
- Exchange differences	44	32	12	**88**
- Transfers	-	-	(1)	**(1)**
	(67)	**14**	**120**	**67**
Balance at December 31, 2024				
Cost	2,886	5,651	930	**9,467**
Depreciation and impairments	916	3,327	1	**4,244**
Carrying amount at December 31, 2024	**1,970**	**2,324**	**929**	**5,223**
Changes in carrying amount:				
- Capital expenditure	10	61	633	**704**
- Put into operation	131	354	(485)	**-**
- Disposals and deconsolidations	(13)	(4)	(1)	**(18)**
- Depreciation	(117)	(345)	-	**(462)**
- Impairment losses	(17)	(12)	(3)	**(32)**
- Reclassification to held for sale	(438)	(888)	(135)	**(1,461)**
- Exchange differences	(80)	(86)	(47)	**(213)**
- Transfers	-	-	(3)	**(3)**
	(524)	**(920)**	**(41)**	**(1,485)**
Balance at December 31, 2025				
Cost	1,963	2,963	888	**5,814**
Depreciation and impairments	517	1,559	-	**2,076**
Carrying amount at December 31, 2025	**1,446**	**1,404**	**888**	**3,738**

Property, plant and equipment

Right of use assets

	Land and buildings	Plant and equipment	Total
Balance at January 1, 2024	312	81	**393**
Changes in carrying amount:			
New leases / remeasurements	170	28	**198**
Depreciation	(65)	(31)	**(96)**
Impairments	-	-	**-**
Exchange rate differences	7	-	**7**
	112	**(3)**	**109**
Balance at December 31, 2024			
Cost	577	131	**708**
Depreciation and impairments	(153)	(53)	**(206)**
Carrying amount at December 31, 2024	**424**	**78**	**502**
Changes in carrying amount:			
New leases / remeasurements	84	33	**117**
Depreciation	(70)	(28)	**(98)**
Reclassification to held for sale	(33)	(27)	**(60)**
Impairments	-	(2)	**(2)**
Exchange rate differences	(21)	(2)	**(23)**
	(40)	**(26)**	**(66)**
Balance at December 31, 2025			
Cost	535	82	**617**
Depreciation and impairments	(151)	(30)	**(181)**
Carrying amount at December 31, 2025	**384**	**52**	**436**

For the disclosures on the lease liabilities that correspond with the right-of-use assets, see Note 19 Borrowings.

NOTE 10

Associates and joint arrangements

Accounting policy

An associate is an entity over which dsm-firmenich has significant influence but no control or joint control, usually evidenced by a shareholding that entitles dsm-firmenich to between 20% and 50% of the voting rights.

A joint venture is an entity over which dsm-firmenich has joint control and is entitled to its share of the net assets and liabilities.

Investments in associates and joint ventures are initially recognized at cost, including transaction costs. Subsequent to initial recognition, these investments are accounted for by the equity method, which involves recognition in the income statement of dsm-firmenich's share of the associate's or joint venture's profit or loss for the year determined in accordance with the accounting policies of dsm-firmenich. Any other results at dsm-firmenich in relation to associated companies are recognized under Other results related to associates and joint ventures. dsm-firmenich's interest in an associate or joint venture is carried in the balance sheet at its share in the net assets of the associate or joint venture together with goodwill paid on acquisition, less any impairment loss. When dsm-firmenich's share in the loss of an associate or joint venture exceeds the carrying amount of that entity, the carrying amount is reduced to zero. No further losses are recognized unless dsm-firmenich has responsibility for obligations relating to the entity.

Associates and joint ventures

The table opposite presents, in aggregate, the carrying amount and share of profit and loss and other movements of the associates and joint ventures.The total share of profit (loss) of associates and joint ventures in 2025 amounting to a loss of €97 million is mainly the result of the losses of KD Pharma and Olatein. A loss of €62 million was recognized in the share in KD Pharma of which €26 million is due to impairment. The share of the loss of Olatein amounting to €46 million consists of a share in the operating loss of €15 million and an impairment of €31 million. Both impairments are recognized as APM adjustments for a total of €57 million (see also Note 2 Alternative performance measures). Disposals of €24 million relates to the sale of 15% of the 25%-share held by dsm-firmenich in the associate DRT-Anthea. The equity share of the associates which are in the perimeter of the discontinued operations amounting to €25 million is reclassified to held for sale. It mainly consists of the share in Nenter Shishou (€24 million).

Joint operations

The operations Veramaris and Avansya are accounted for in accordance with IFRS 11 for joint operations. dsm-firmenich therefore recognizes their amounts for the assets, liabilities, revenues and expenses in accordance with the contractual entitlement and obligations of dsm-firmenich, see also Note 1 General information.

Carrying amount and share of profit of associates and joint ventures

	2025						2024
	KD Pharma	Essential Labs	Other associates	Olatein	Other JVs	Total	Total
Equity share	29%	49%		50%			
Balance at January 1	**159**	**48**	**96**	**27**	**12**	**342**	**130**
- Share of profit (loss)	(62)	2	9	(46)	-	(97)	(10)
- Capital payments	-	-	1	19	-	20	17
- Dividends received	-	(1)	(3)	-	-	(4)	(9)
- Acquisitions	-	-	-	-	-	-	-
- Disposals	-	-	(24)	-	-	(24)	-
- Reclassification to held for sale	-	-	(25)	-	-	(25)	-
- Other consolidation change	-	-	-	-	-	-	208
- Exchange differences	(1)	(6)	(1)	-	(1)	(9)	6
- Other changes	-	-	-	-	(4)	(4)	-
Balance at December 31	**96**	**43**	**53**	**-**	**7**	**199**	**342**

Key figures of main associates on a 100% basis

	KD Pharma		Essential Labs	
	2025 [1]	2024	2025	2024
Current assets	264	325	25	19
Non-current assets	263	395	7	14
Current liabilities	66	71	5	2
Non-current liabilities	257	249	5	7
Net assets (100% basis)	**204**	**400**	**22**	**24**
of which Non-controlling interest	-	1	-	-
Attributable to investee's shareholders	204	399	22	24
Summarized statement of profit or loss				
Revenue (net sales)	256	31	67	72
Profit (loss) for the year (continuing operations)	(199)	(9)	4	7
Other comprehensive income	-	-	-	-
Total comprehensive income	**(199)**	**(9)**	**4**	**7**
of which Non-controlling interest	-	-	-	-
Attributable to investee's shareholders	(199)	(9)	4	7

1 Balance sheet at September 30, 2025, profit or loss is regarding period October 1, 2024, until September 30, 2025

NOTE 11

Other non-current assets

Accounting policy

Other non-current assets comprise loans to associates and joint ventures, other participating interests, and other long-term investments and receivables. Other participating interests comprise equity interests in entities in which dsm-firmenich has no significant influence. The company generally applies the irrevocable election upon initial recognition to present subsequent changes in the fair values of these interests in Other comprehensive income (OCI) as these represent investments that dsm-firmenich intends to hold for a longer term for strategic purposes. Fair value changes in OCI will not be recycled through profit and loss upon disposal of the interest. All dividends received will be presented in profit or loss.

dsm-firmenich's business model objective for loans granted is 'held-to-collect contractual cash flows only'. Held-to-collect loans, other receivables and other deferred items, for which the contractual cash flows consist solely of principal and interest, are measured at amortized cost, using the effective interest method, which generally corresponds to the nominal value, less an adjustment for expected credit loss. Upon disposal of these assets, the gain or loss is recognized in profit or loss. Other long-term investments and receivables, for which the contractual cash flows are not solely principal and interest, are recognized at fair value, with changes in fair value recognized in profit or loss.

In 2025, the vast majority of the investments under other participating interests were classified as FVOCI. These other participating interests mainly include investments in dsm-firmenich's venturing portfolio.

The other receivables include earn-out receivables, other loans, non-current prepayments and security deposits.

Other non-current assets

	Loans associates and joint ventures	Other participating interests	Other receivables	Other	Total
Balance at January 1, 2024	**11**	**576**	**89**	**15**	**691**
Changes:					
- Charged to the income statement	-	-	8	-	**8**
- Disposals	-	(387)	-	-	**(387)**
- Capital payments	-	6	-	-	**6**
- Loans granted / prepayments	47	-	55	-	**102**
- Repayments / (receipts)	-	-	(48)	-	**(48)**
- Exchange differences	-	(9)	(2)	1	**(10)**
- Transfers	(3)	11	54	-	**62**
- Changes in fair value through OCI	-	10	-	-	**10**
- Changes in fair value through income statement	-	2	-	-	**2**
- Expected credit loss (ECL) adjustment and impairments	(1)	-	(45)	-	**(46)**
- Other changes	-	-	-	1	**1**
Balance at December 31, 2024	**54**	**209**	**111**	**17**	**391**
Changes:					
- Charged to the income statement	-	-	(1)	(1)	**(2)**
- Disposals	-	(20)	-	-	**(20)**
- Capital payments	-	10	-	-	**10**
- Loans granted / prepayments	28	-	1	-	**29**
- Repayments / (receipts)	-	-	-	1	**1**
- Exchange differences	-	(9)	(8)	(1)	**(18)**
- Transfers	-	6	25	3	**34**
- Reclassification to held for sale	-	(1)	(38)	-	**(39)**
- Changes in fair value through OCI	-	(28)	-	-	**(28)**
- Changes in fair value through income statement	-	-	2	-	**2**
- Expected credit loss (ECL) adjustment and impairments	(1)	-	(3)	-	**(4)**
- Other changes	(3)	1	-	3	**1**
Balance at December 31, 2025	**78**	**168**	**89**	**22**	**357**

NOTE 12

Inventories

Accounting policy

Inventories are stated at the lower of cost and net realizable value. The cost of intermediates, work-in-progress, and finished goods includes directly attributable costs and related production overhead expenses.

Net realizable value is determined as the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale.

Value adjustments for slow-moving and obsolete inventories are made. Cost is generally determined using the weighted average cost formula, unless the nature of the inventories warrants the use of the first in, first out (FIFO) method of valuation.

Composition of inventories

	2025	2024
Raw materials and consumables	624	926
Intermediates and finished goods	1,593	2,481
	2,217	**3,407**
Adjustments to lower net realizable value	(96)	(117)
Total	**2,121**	**3,290**

Changes in the adjustment to net realizable value

	2025	2024
Balance at January 1	**(117)**	**(107)**
Additions	(122)	(82)
Utilization / reversals	113	75
Exchange differences	7	(5)
Disposals	6	2
Transfer	-	-
Reclassification to held for sale	17	-
Balance at December 31	**(96)**	**(117)**

Inventories decreased by €1,169 million, mainly due to the reclassification to held for sale of the inventories relating to the ANH business in the amount of €1,042 million at the end of 2025.

NOTE 13

Current receivables

Accounting policy

Current receivables, for which the contractual cash flows are solely principal and interest, are initially recognized at fair value plus any directly attributable transaction costs.

Subsequent to initial recognition, they are measured at amortized cost, which generally corresponds to their nominal, non-discounted value, less an adjustment for expected credit loss. Loss allowances for trade receivables are always measured at lifetime expected credit loss; see also Note 23 Financial instruments and risks.

Information about the expected credit loss that relates to trade accounts receivable resulting in a loss allowance is included under Credit risk in Note 23 Financial instruments and risks.

Other trade receivables include VAT receivables from tax authorities for an amount of €112 million.

Deferred items comprised €93 million (2024: €73 million) in prepaid expenses that include advance payments for any expenditure that would have otherwise been made during the next 12 months.

The decrease in current receivables was mainly due to the reclassification to held for sale of the current receivables relating to the ANH business in the amount of €672 million at the end of 2025.

The carrying amount of current receivables approximates its fair value. See Note 23 Financial instruments and risks.

Current receivables

	2025	2024
Trade receivables		
Trade accounts receivable	1,633	2,238
Other trade receivables	143	306
Deferred items	77	61
Receivables from associates	2	4
	1,855	**2,609**
Expected credit loss	(14)	(20)
Total Trade receivables	**1,841**	**2,589**
Income tax receivables	**153**	**51**
Other current receivables		
Other taxes and social security contributions	20	24
Employee-related receivables	12	6
Acquisition-/disposal-related receivables	16	12
Interest	6	6
Loans	16	23
Other receivables	19	46
Deferred items	16	12
Total Other current receivables	**105**	**129**
Total current receivables	**2,099**	**2,769**

dsm-firmenich

NOTE 14

Financial investments

Accounting policy

Financial investments are initially recognized at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, they are measured at amortized cost using the effective interest method. Deposits with banks with a maturity of between three and 12 months are classified as financial investments.

All fixed-term deposits have been placed with institutions with a high credit rating in line with our counterparty policy. The purpose of the deposits is either to meet short-term cash commitments, or to manage liquidity to such extent that yields are optimized while allowing dsm-firmenich sufficient freedom in fulfilling its (strategic) goals. For more information regarding the counterparty policy, see Note 23 Financial instruments and risks.

Financial investments

	2025	2024
Fixed term deposits	121	50
Total	**121**	**50**

NOTE 15

Cash and cash equivalents

Accounting policy

Cash and cash equivalents comprise cash at banks and in hand and deposits held at call with banks with a maturity of less than three months at inception.

Deposits will be classified as 'cash equivalent' if held at banks with a maturity of less than three months at inception. Deposits will be classified as financial investments if the maturity is more than three months but less than or equal to one year. Bank overdrafts are included in current liabilities. Included in cash and cash equivalents are investments in money-market funds that do not meet the SPPI (Solely Payments of Principal & Interest) criterion but are held to meet short-term cash demand and have a maturity of less than three months at inception. Money-market fund investments have been placed with institutions with a high credit rating in line with our counterparty policy.

Cash and cash equivalents are measured at amortized cost, or at fair value through profit and loss.

For dsm-firmenich, the purpose of holding cash in deposits and money-market funds is to meet short-term cash commitments and to manage liquidity to such an extent that yields are optimized, while allowing dsm-firmenich sufficient freedom in fulfilling its (strategic) goals.

Cash at year-end 2025 was not being used as collateral and therefore was not restricted (same as in 2024).

In a few countries, dsm-firmenich faces cross-border foreign exchange controls and/or other legal restrictions that limit its ability to make these balances available at short notice for general use by the Group. The amount of cash held in these countries was €72 million at year-end 2025 (2024: €233 million). The cash will generally be invested or held in the relevant country and, given the other liquidity resources available to the Group, does not significantly affect the ability of the Group to meet its obligations. For more information regarding the counterparty policy, see Note 23 Financial instruments and risks.

Composition of cash and cash equivalents

	2025	2024
Deposits	62	687
Money-market funds	123	504
Cash at bank and in hand	1,588	1,472
Payments in transit	9	4
Total	**1,782**	**2,667**

NOTE 16

Equity

Accounting policy

dsm-firmenich classifies shares and other financial instruments for which settlement of the contractual obligations is at the sole discretion of dsm-firmenich as equity. The price paid for repurchased dsm-firmenich shares (treasury shares), or the price to be paid for future repurchases of dsm-firmenich shares (equity forward contracts), is deducted from dsm-firmenich shareholders' equity until the shares are reissued. Treasury shares are presented in the treasury share reserve. When treasury shares are sold or reissued, the amount received is recognized as an increase in equity. Dividends to be distributed to holders of ordinary shares are recognized as a liability when the Annual General Meeting approves the profit appropriation.

Share capital

On December 31, 2025, the capital amounted to €2.7 million, consisting of 266 million ordinary shares (same as on December 31, 2024). All DSM-Firmenich AG shares have a nominal value of €0.01 each. The outstanding shares are fully paid and provide an entitlement of one vote per share at the Annual General Meeting. All rights attached to the company's shares held by the Group are suspended until those shares are reissued.

The changes in the number of issued and outstanding shares of DSM-Firmenich AG are shown in the table opposite.

Movements in equity

	2025	2024
Balance at January 1	**22,697**	**23,070**
Net profit (loss) for the year	(1,039)	280
Other comprehensive income	(549)	173
Stock options and share units granted	38	31
Dividend	(718)	(667)
Expenditures related to issuance of new shares	-	(4)
Proceeds from reissue of shares	5	21
Acquisition of NCI without a change in control	(101)	-
Acquisition (divestment) of subsidiary with NCI	-	(17)
Repurchase of shares	-	(52)
Forward contracts to repurchase shares	-	(105)
Repurchase own shares covering SBC plans	(80)	-
Repurchase own shares for cancellation purposes	(996)	-
Remuneration and redemption of hybrid bonds (equity)	(776)	(28)
Other changes	(58)	(5)
Balance at December 31	**18,423**	**22,697**

Development of issued and outstanding shares DSM-Firmenich AG

	Issued shares	Treasury shares[1]
Balance at January 1, 2024	**265,676,388**	**392,572**
Repurchase of shares		500,000
Forward contracts to repurchase shares		1,000,000
Reissue of shares in connection with share-based payments		(488,387)
Balance at December 31, 2024	**265,676,388**	**1,404,185**
Number of treasury shares at December 31, 2024	(404,185)	
Forward contracts to repurchase shares at December 31, 2024	(1,000,000)	
Number of shares outstanding at December 31, 2024	**264,272,203**	
Balance at January 1, 2025	**265,676,388**	**1,404,185**
Repurchase own shares covering SBC plans		881,355
Repurchase own shares for cancellation purposes		12,049,441
Settlement forward contracts to repurchase shares		(1,000,000)
Increase treasury shares due to the settlements of forward contracts		1,000,000
Reissue of shares in connection with share-based payments		(188,990)
Balance at December 31, 2025	**265,676,388**	**14,145,991**
Number of treasury shares at December 31, 2025	(14,145,991)	
Number of shares outstanding at December 31, 2025	**251,530,397**	

[1] Including forward contracts

Share premium

The share premium decreased by €379 million (2024: decreased by €418 million) due to the part of the dividend that was distributed out of share premium in 2025 (2024: €414 million).

Other reserves

The Other reserves in shareholders' equity consist of the Translation reserve, Hedging reserve, Reserve for share-based compensation and Fair value reserve.

The decrease in the Translation reserve in 2025 is mainly caused by a strengthening of the euro against the US dollar, the Chinese renminbi, and the Indian rupee, versus a weakening against the Swiss franc. As a consequence, the total value of the subsidiaries increased, which led to a negative exchange difference of €689 million (2024: €174 million positive).

Additional information on the reserves is provided in Note 7 Legal capital reserves to the Parent Company Financial Statements.

Other reserves in Shareholders' equity

	Translation reserve	Hedging reserve	Reserve for share-based compensation	Fair value reserve	Total
Balance at January 1, 2024	**574**	**(7)**	**44**	**(137)**	**474**
Changes:					
Fair-value changes of derivatives	-	(40)	-	-	**(40)**
Release to income statement	10	-	-	-	**10**
Fair-value changes of other financial assets	-	-	-	13	**13**
Exchange differences	174	-	-	-	**174**
Stock options and share units granted	-	-	31	-	**31**
Stock options and share units exercised/canceled	-	-	(27)	-	**(27)**
Transfer to retained earnings	-	-	-	71	**71**
Income tax	-	6	-	(2)	**4**
Total changes	184	(34)	4	82	**236**
Balance at December 31, 2024	**758**	**(41)**	**48**	**(55)**	**710**
Changes:					
Fair-value changes of derivatives	-	69	-	-	**69**
Release to income statement	61	-	-	-	**61**
Fair-value changes of other financial assets	-	-	-	(25)	**(25)**
Exchange differences	(689)	-	-	-	**(689)**
Stock options and share units granted	-	-	38	-	**38**
Stock options and share units exercised/canceled	-	-	(19)	-	**(19)**
Transfer to retained earnings	-	-	-	(10)	**(10)**
Income tax	(26)	(3)	-	3	**(26)**
Total changes	(654)	66	19	(32)	**(601)**
Balance at December 31, 2025	**104**	**25**	**67**	**(87)**	**109**

Treasury shares and forward contracts to repurchase shares

On April 24, 2025, dsm-firmenich took delivery of the 1.0 million shares that were repurchased via an equity forward contract in 2024 against payment of the forward price of €109 million. The total consideration amounted to €105 million.

In 2025, the Group repurchased 0.9 million (2024: 0.5 million) shares for an amount of €80 million (2024: €52 million) to fulfill its obligations under share-based compensation plans. Furthermore, dsm-firmenich repurchased 12.0 million shares for an amount of €1.0 billion in line with its program to buy back shares to reduce its issued share capital.

At December 31, 2025, dsm-firmenich held 2.1 million (2024: 0.4 million) shares, or 0.79% (2024: 0.15%) of the share capital, for servicing share-option rights and share plans, and 12.0 million (2024: 0) shares, or 4.54% of the share capital, for reducing its share capital.
The average purchase price of the ordinary treasury shares as at December 31, 2025 was €85.35 (2024: €104.62).

Dividend

In 2025, the Group distributed dividends to the holders of DSM-Firmenich AG shares amounting to €659 million (2024: €660 million) partly out of share premium (€379 million; 2024: €414 million); the remaining dividend amounting to €280 million (2024: €246 million) was distributed out of retained earnings.

Hybrid bonds

Firmenich International SA issued hybrid bonds (deeply subordinated fixed rate resettable perpetual notes) for €750 million on June 3, 2020 with a coupon of 3.75% payable annually at the sole discretion of the issuer until the first reset date i.e., September 3, 2025.

On August 5, 2025, dsm-firmenich called and redeemed the notes at 100 percent of its nominal value plus accrued interest amounting to €26 million (2024: €28 million), as shown in the table 'Movements in equity'.

In accordance with the provisions of IAS 32 Financial Instruments: Presentation, this instrument was accounted for in equity.

Other changes

Other changes in equity mainly consist of the reciprocal option agreement to acquire the remaining non-controlling interest in Andre Pectin amounting to €46 million. See also Note 3 Change in the scope of consolidation and Note 20 Other non-current liabilities.

Dividend distribution in the reporting year

	2025	2024
Shareholders DSM-Firmenich AG		
Dividend per share: €2.50 (2024: €2.50)	659	660
Total	**659**	**660**

NOTE 17

Non-controlling interests

Accounting policy

Non-controlling interests in subsidiaries are measured at the proportionate share of the subsidiaries' identifiable net assets. Profit-sharing arrangements are accounted for separately in equity by attributing any additional profits or losses to the controlling interest or non-controlling interest based on the terms of the agreement.

The shareholding owned by dsm-firmenich in Yimante Health Ingredients (Jingzhou) Company Ltd. (Jingzhou, China) is 75%. Profits are distributed on a 50:50 basis. The impact of this arrangement has led to a transfer of €40 million (2024: €19 million) within equity from shareholders' equity to non-controlling interest.

Following the classification of the ANH business as held-for-sale, the non-controlling interest in Yimante was reclassified accordingly at year-end 2025.

In the reporting period, dsm-firmenich acquired an additional 15.5% of the shares in Andre Pectin (Yantai, China) for a purchase price of €101 million. It also concluded with the minority shareholder on a reciprocal option to acquire the remaining 9.5% of the shares in Andre Pectin. See also Note 3 Change in the scope of consolidation and Note 20 Other non-current liabilities.

Non-controlling interests

	2025				2024
	Andre Pectin	Yimante	Other	Total	
% of non-controlling interest	25% / 9.5%	25%			
Balance at January 1	**54**	**100**	**32**	**186**	**162**
Changes:				**-**	
- Share of profit (loss)	1	40	1	**42**	30
- Dividend paid	(19)	(36)	(4)	**(59)**	(7)
- Acquisitions	(101)	-	-	**(101)**	-
- Divestments	-	-	-	**-**	(17)
- Other consolidation changes	79	-	-	**79**	(6)
- Transfers	-	40	-	**40**	19
- Exchange differences	(1)	(4)	(3)	**(8)**	5
Total changes	(41)	40	(6)	**(7)**	24
Balance at December 31	**13**	**140**	**26**	**179**	**186**

Not fully-owned subsidiaries on a 100% basis

	2025				2024
	Andre Pectin	Yimante	Other	Total	
Assets					
Goodwill and intangible assets	30	17	-	**47**	57
Property, plant and equipment	37	100	31	**168**	190
Other non-current assets	2	32	24	**58**	67
Inventories	42	10	67	**119**	125
Receivables	21	45	85	**151**	215
Current investments	-	-	-	**-**	7
Cash and cash equivalents	32	144	27	**203**	145
Total assets	**164**	**348**	**234**	**746**	**806**
Liabilities					
Provisions (non-current)	8	-	3	**11**	13
Borrowings (non-current)	1	-	7	**8**	29
Other non-current liabilities	-	1	5	**6**	7
Borrowings and derivatives (current)	1	-	-	**1**	19
Other current liabilities	19	33	83	**135**	104
Total liabilities	**29**	**34**	**98**	**161**	**172**
Net assets (100% basis)	**135**	**314**	**136**	**585**	**634**
Net sales	91	365	325	**781**	706
Net profit for the year	8	159	14	**181**	123
Cash provided by / (used in) operating activities	47	293	45	**385**	153

NOTE 18

Provisions

Accounting policy

Provisions are recognized when there is a present legal or constructive obligation as a result of past events, when it is probable that an outflow of resources will be required to settle the obligation, and when a reliable estimate of the amount can be made. The underlying assumptions in the recognition of provisions are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

In cases where the effect of the time value of money is material, provisions are measured at the present value of the expenditures expected to be required to settle the obligation. Where discounting is used, the increase in the provision due to time passing is recognized as financial expense. Differences in final obligations and initial estimates are recognized in the consolidated income statement in the period in which such determination is made.

Estimates and judgments

Main estimates relate to determining the likelihood and timing of potential cash flows included in their measurement.

The base rate used for discounting increased from 3.4% to 3.9%. Depending on the risk profile, the discount rates used at the end of 2025 vary from 3.9% to 6.2% (2024: 3.4% to 5.3%). The balance of provisions measured at present value increased by less than €2 million in 2025 in view of the passage of time (same in 2024).

Provisions for restructuring costs and termination benefits mainly relate to the costs of redundancy schemes connected to the dismissal of employees and costs of termination of contracts. These provisions generally have a term of one to three years. The additions of €33 million related mainly to various smaller restructuring projects across the company.

The provisions for environmental costs mainly relate to soil clean-up obligations and have an average life of around 30 years.

Several items have been combined under Other provisions, e.g., demolition costs, onerous contracts and legal claims. These provisions have an average life of one to ten years. The release of €48 million includes the positive outcome of a legal dispute of €26 million and the release of Insurance related provisions of €9 million, following the merger of the internal Insurance companies.

Provisions

	Restructuring costs and termination benefits	Environmental costs	Other provisions	Total
Balance at January 1, 2024	**72**	**33**	**71**	**176**
Of which current	25	3	6	**34**
Changes:				
- Additions	38	-	66	**104**
- Releases	(4)	-	(24)	**(28)**
- Uses	(58)	(3)	(22)	**(83)**
- Other change	1	-	(6)	**(5)**
Total changes	(23)	(3)	14	**(12)**
Balance at December 31, 2024	**49**	**30**	**85**	**164**
Of which current	24	3	50	**77**
Changes:				
- Additions	33	-	16	**49**
- Releases	(12)	-	(47)	**(59)**
- Uses	(24)	(4)	(14)	**(42)**
- Reclassification to held for sale	(6)	-	(3)	**(9)**
- Other change	-	-	-	**-**
Total changes	(9)	(4)	(48)	**(61)**
Balance at December 31, 2025	**40**	**26**	**37**	**103**
Of which current	37	-	14	**51**

NOTE 19

Borrowings

Accounting policy

Borrowings

Borrowings, including bonds, are not held for trading and are initially recognized at fair value of the proceeds received, net of transaction costs. Subsequently, borrowings are stated at amortized cost using the effective interest method, with any discount or premium on the borrowing amortized over the applicable term. The corresponding interest expenses are recorded as financial expense in profit or loss.

Lease liabilities

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate. Generally, dsm-firmenich uses its incremental borrowing rate as the discount rate. In determining the incremental borrowing rate, we apply the practical expedient to use a single discount rate to portfolios of leases with reasonably similar characteristics, as reflected in the contractual currency and expected lease term of these contracts. In general, dsm-firmenich splits the contractual consideration into a lease and a non-lease component based on their relative stand-alone prices. For vehicle leases, however, we apply the practical expedient not to make this split but rather account for the fixed consideration as a single lease component. Over time, the lease liability increases due to the interest expense related to the unwinding of the lease liability and decreases with the lease payments made. The lease liability is remeasured to reflect reassessments or modifications to contractual terms and lease conditions, including indexation. Payments related to short-term leases (leases with a term shorter than 12 months) are recognized on a straight-line basis in profit or loss.

Borrowings

Agreements governing loans with a residual amount at year-end 2025 of €4,716 million (December 31, 2024: €4,451 million) include negative pledge clauses that restrict the provision of security. At December 31, 2025, there was €2,201 million in borrowings outstanding with a remaining term of more than five years (at December 31, 2024, €2,212 million). dsm-firmenich redeemed in full the 1% EUR bond 2015–2025 of €500 million on the maturity date on April 9, 2025.

On February 25, 2025, dsm-firmenich issued an 11-year €750 million bond. The bond, issued by DSM B.V. and guaranteed by DSM-Firmenich AG, has a coupon of 3.375% and matures on February 25, 2036. Credit institutions comprised a €108 million liability in 2024 for the forward contract to repurchase own shares. This contract matured in April 2025 and the corresponding liability amount is nil at December 31, 2025– see also Note 16 Equity.

Borrowings by type

	2025		2024	
	Total	Of which current	Total	Of which current
Bonds	4,716	1,489	4,451	500
Private loans	55	51	132	73
Lease liabilities	463	77	524	90
Credit institutions	43	43	173	173
Total	**5,277**	**1,660**	**5,280**	**836**

Borrowings by maturity

	2025	2024
Less than one year	1,660	836
One to two years	59	1,589
Two to three years	546	71
Three to four years	33	539
Four to five years	778	33
More than five years	2,201	2,212
Total	**5,277**	**5,280**

Borrowings by currency

	2025	2024
EUR	4,770	4,709
USD	224	216
CHF	94	104
CNY	42	98
BRL	22	19
Other	125	134
Total	**5,277**	**5,280**

Bonds

The bonds issued by DSM B.V. have a fixed interest rate. The bonds issued in the period 2015-2020 are listed on the AEX (Euronext Amsterdam index). The bonds issued in 2024 and 2025 are listed on the Luxembourg Stock Exchange.

- The 1% EUR bond 2015–2025 of €500 million was pre-hedged by means of forward starting swaps, resulting in an effective interest rate for this bond at 3.65%, including the settlement of the pre-hedge
- The 0.75% EUR bond 2016–2026 of €750 million was pre-hedged by means of a collar, resulting in an effective interest rate for this bond of 1.08%, including the settlement of the pre-hedge
- The 0.25% EUR bond 2020–2028 of €500 million has an effective interest rate of 0.29%
- The 0.625% EUR bond 2020–2032 of €500 million has an effective interest rate of 0.70%
- The 3.625% EUR bond 2024-2034 of €800 million has an effective interest rate of 3.69%
- The 3.375% EUR bond 2025-2036 of €750 million has an effective interest rate of 3.50%

The bonds issued by Firmenich Productions Participations SAS (guaranteed by Firmenich International SA) have a fixed interest rate and are listed on Euronext Dublin.

- The 1.375% EUR bond 2020–2026 of €750 million has an effective interest rate of 3.18%
- The 1.750% EUR bond 2020–2030 of €750 million has an effective interest rate of 3.47%

Lease liabilities

In addition to the contractual lease commitments, dsm-firmenich has identified explicit renewal options available to the company which are currently not reasonably certain to be exercised and are therefore not included in the measurement of the lease. The associated future lease payments, which are uncommitted and optional for dsm-firmenich, are estimated at around €165 million (undiscounted; 2024: €196 million) and cover future periods until 2063. The interest expense on the lease liabilities was €17 million (2024: €13 million) and the total repayments of the lease liabilities amounted to €109 million in 2025 (2024: €110 million). These cash flows are reported as financing cash flows. dsm-firmenich's policy regarding financial risk management is described in Note 23 Financial instruments and risks.

Movements of borrowings

	2025	2024
Balance at January 1	**5,280**	**4,830**
Loans taken up	740	833
Repayments	(561)	(623)
Unwinding (interest)	42	45
Disposals and deconsolidations	-	(37)
Reclassification to held for sale	(111)	-
Changes in debt to credit institutions	25	37
Forward contract to repurchase shares	(105)	105
New lease arrangements (incl. remeasurements)	117	198
Payment of lease liabilities	(109)	(110)
Exchange differences	(41)	2
Balance at December 31	**5,277**	**5,280**

Bonds

	Coupon rate	Term	Nominal amount	2025	2024
EUR loan	1.00%	2015—2025	500	-	500
EUR loan	0.75%	2016—2026	750	750	750
EUR loan	0.25%	2020—2028	500	499	499
EUR loan	0.63%	2020—2032	500	497	496
EUR loan	1.38%	2020—2026	750	739	719
EUR loan	1.75%	2020—2030	750	697	694
EUR loan	3.63%	2024—2034	800	795	793
EUR loan	3.38%	2025—2036	750	739	-
Total			**5,300**	**4,716**	**4,451**

Lease liabilities breakdown

	2025	2024
Less than one year	83	99
One to two years	70	96
Two to three years	51	65
Three to four years	45	50
Four to five years	41	42
More than five years	282	291
Total undiscounted lease liabilities at December 31	572	643
Lease liabilities included in the Balance Sheet at December 31	**463**	**524**

NOTE 20

Other non-current liabilities

Accounting policy

Other liabilities are measured at amortized cost, which generally corresponds to the nominal value, or at fair value through profit or loss. The latter is mainly applied to acquisition-/divestment-related liabilities.

Government grants are recognized at their fair value if there is reasonable assurance that the grant will be received and that all related conditions will be complied with.

Governments grants either relate to income (cost grants) or to assets (investment grants)

Cost grants, which are grants that compensate dsm-firmenich for expenses incurred, are recognized as income over the periods necessary to match the grant on a systematic basis to the cost that it is intended to compensate.

If the grant is an investment grant, its fair value is initially recognized as deferred income in Other non-current liabilities and then released to profit or loss over the expected useful life of the relevant asset.

Other non-current liabilities

	2025	2024
Investment grants / customer funding	21	63
Deferred items	31	36
Acquisition-/divestment-related liabilities	50	10
Total	**102**	**109**

The decrease in investment grants / customer funding is mainly caused by the transfer to assets held for sale. See also Note 3 Change in the scope of consolidation.

The increase in acquisition- / divestment-related liabilities relates mainly to the reciprocal option agreement to acquire the remaining non-controlling interest in Andre Pectin.

NOTE 21

Current liabilities

Accounting policy

Current liabilities are measured at amortized cost, which generally corresponds to the nominal value, or at fair value through profit or loss. The latter is mainly applied to acquisition-/divestment-related liabilities.

Trade accounts payable include amounts due to suppliers which could be part of a supply chain finance arrangement between the supplier and a third-party bank.

Following the classification of the ANH business as held for sale, current liabilities for an amount of €931 million were reclassified accordingly at year-end 2025.

Suppliers can enter into such arrangements with third-party banks, and access earlier payment on terms linked to the investment-grade credit rating of dsm-firmenich. If a supplier participates, this does not impact classification of the trade payable, as arrangements are concluded between them and banks and do not alter payment conditions between the supplier and us. Additionally, dsm-firmenich does not incur any additional interest toward the bank on the amounts due to the suppliers. Therefore, these amounts remain classified as trade payables and the related payments are included in operating cash flows.

Following the classification of the ANH business as held for sale, the carrying amount of liabilities subject to supplier finance arrangements presented within trade and other payables decreased by €179 million.

Current liabilities

	2025	2024
Trade payables		
Received in advance	6	5
Trade accounts payable	1,475	2,267
Notes and cheques due	-	4
Total Trade payables	**1,481**	**2,276**
Income tax payables	**303**	**223**
Other current liabilities		
Other taxes and social security contributions	56	87
Interest	47	36
Pensions	1	1
Investment creditors	233	203
Employee-related liabilities	261	454
Acquisition-/divestment-related liabilities	57	36
Other	11	9
Total Other current liabilities	**666**	**826**
Total current liabilities	**2,450**	**3,325**

Supplier finance arrangements

	2025	2024
Carrying amount of liabilities		
Presented within trade and other payables (beginning of the period)	218	207
Presented within trade and other payables (end of the period)	46	218
- Of which suppliers have received payment (by a third-party bank)	42	178
Range of payment due dates		
Liabilities that are part of supplier finance arrangements	30-120 days after invoice date	30-120 days after invoice date
Comparable trade payables that are not part of a supplier finance arrangement	0-120 days after invoice date	0-120 days after invoice date

NOTE 22

Contingent liabilities and other financial obligations

Guarantee obligations

Guarantee obligations are principally related to VAT and duties on the one hand and to financing obligations of associated companies or related third parties on the other. Guarantee obligations will only lead to a cash outflow when called upon in which case a liability will be recognized. Most of the outstanding orders for projects under construction will be completed in 2026. Other relates mainly to contingent liabilities in contracts for catalysts.

Litigation

dsm-firmenich has a process in place to monitor legal claims periodically and systematically. dsm-firmenich is involved in several legal proceedings, most of which are related to the ordinary course of business. dsm-firmenich does not expect these proceedings to result in liabilities that have a material effect on the company's financial position. However, in cases where it is probable that the outcome of the proceedings will be unfavorable, and the financial outcome can be measured reliably, a provision has been recognized in the financial statements and disclosed in Note 18 Provisions.

In 2015, an award was issued against DSM Sinochem Pharmaceuticals India Private Ltd. (DSP India) in a protracted arbitration case in India going back to 2004 involving a joint venture that DSP India had formed with Hindustan Antibiotics Ltd., which suspended its operations in 2003. DSP India (renamed to Centrient Pharmaceuticals after divestment by the former DSM in 2018) is covered by an indemnity from DSM B.V. for this case. In 2015, DSP India made an application with the Civil Court in Pune (India) to set aside the arbitral award. The award amounts to INR 127.5 crore (€12 million as at year-end 2025) excluding interest of 12% per year as of 2004. dsm-firmenich provided the Pune Court a bank guarantee of INR 410 crore (€39 million as at year-end 2025). At the end of 2025, application proceedings were still pending. dsm-firmenich views this case as unfounded and is of the opinion that the likelihood of the award being ultimately set aside is high. Therefore, no liability is recognized in respect of this case.

In 2019, Brazilian tax authorities disagreed with certain tax treatment as applied by the company in 2014–2016, which would have an effect on such prior year income tax returns of around BRL 170 million (€26 million as at year-end 2025), including penalties and interest. dsm-firmenich views this case as unfounded and considers that the possibility of winning this case is high, as confirmed by external legal counsel. Therefore, no liability relating to this case is recognized. Currently certain elements are subject to appeal at the Superior Chamber (at administrative level). In the event that dsm-firmenich receives an unfavorable decision, the case can still be taken to the Judicial Court.

In 2023, certain competition authorities commenced an industry-wide investigation into the fragrances sector alleging potential violations of anti-trust law. As part thereof, unannounced inspections were carried out at several Firmenich offices in France, the United Kingdom and Switzerland, and Firmenich received a subpoena from the Antitrust Division of the United States Department of Justice. Subsequently, regulatory authorities in other jurisdictions also launched parallel anti-trust investigations. The company is fully cooperating with the authorities. The United States Department of Justice has recently advised the company that it shall be closing its anti-trust investigation of dsm-firmenich. As per the date of the release of this Report, no additional updates on the investigations are available. In addition, multiple civil lawsuits have been filed against the company relating to the investigation.

Contingent liabilities and other financial obligations

	2025	2024
Guarantee obligations on behalf of associates and third parties	176	173
Outstanding orders for projects under construction	12	13
Other	61	54
Total	**249**	**240**

The contingent liabilities and other financial obligations in the above table are not recognized in the balance sheet.

NOTE 23

Financial instruments and risks

Policies on financial risks

As an international company, dsm-firmenich is exposed to financial risks in the normal course of business. A major objective for the company is to minimize the impact of liquidity risk, market risk, and credit risk on the value of the company and its profitability. In order to achieve this, a systematic financial and risk management system has been established.

dsm-firmenich uses derivative financial instruments to manage financial risks relating to business operations and does not enter into speculative derivative positions.

An important element of dsm-firmenich's capital management is the allocation of cash flow. dsm-firmenich primarily allocates cash flow to investments aimed at strengthening its business positions and securing the payment of dividends to its shareholders. The remaining cash flow is further used for acquisitions and partnerships that strengthen dsm-firmenich's competences and market positions.

Liquidity risk

Liquidity risk is the financial risk that an entity does not have and/or cannot access enough liquid cash and/or assets to meet its obligations. This can happen if the entity's credit rating falls, or when it experiences sudden unexpected cash outflows or an unexpected drop in cash inflows, or some other event that causes counterparties to avoid trading with or lending to the entity. Additionally, an entity can be indirectly exposed to market liquidity risk if the financial markets on which it depends are subject to loss of liquidity.

The primary objective of liquidity management is to optimize the corporate cash position, among other means by securing availability of sufficient liquidity for the execution of payments by dsm-firmenich entities, at the right time and in the right place.

At December 31, 2025, dsm-firmenich had cash and cash equivalents of €1,782 million (2024: €2,667 million).

dsm-firmenich has a €1.8 billion revolving credit facility (RCF). The syndicated facility, which dsm-firmenich entered into in 2024 with a group of 15 banks, has a tenor of five years and two one-year extension options. The RCF neither contains financial covenants nor material adverse change clauses. At year-end 2025, no loans had been taken up under the committed credit facilities.

On December 13, 2024, dsm-firmenich concluded a €1.0 billion bridge facility to provide additional financial flexibility in light of upcoming bond maturities. The agreement neither contains financial covenants nor material adverse change clauses. The issuance by dsm-firmenich of a €750 million bond on February 25, 2025 reduced the undrawn amount of the bridge financing facility to €250 million. The remaining undrawn amount was cancelled on March 7, 2025.

Furthermore, DSM B.V. has a commercial paper program amounting to €2.0 billion (2024: €2.0 billion). At December 31, 2025, there were no ECP outstanding (2024: there were no ECP outstanding).

Floating-rate and fixed-rate borrowings and monetary liabilities analyzed by maturity are summarized in the following table.

dsm-firmenich manages financial liabilities and related derivative contracts on the basis of the remaining contractual maturities of these instruments. The remaining maturities presented in the following table provide an overview of the timing of the cash flows related to these instruments.

The 'Derivatives cash flow' table opposite reflects the exposure of the derivatives to liquidity risk. It contains the cash flows from derivatives with positive fair values and from derivatives with negative fair values to provide a complete overview of the derivative-related cash flows. The amounts are gross and undiscounted.

Liquidity risk of financial liabilities

	Carrying amount	Within 1 year	1 to 2 years	2 to 3 years	3 to 4 years	4 to 5 years	After 5 years
2025							
Borrowings	**5,277**	1,660	59	546	33	778	2,201
Monetary liabilities	**2,514**	2,450	3	3	3	3	52
Guarantees	**176**	5	43	–	1	12	115
Derivatives	**28**	14	13	–	–	–	1
Interest payments	**672**	94	77	77	75	74	275
Cash at redemption[1]	**91**	27	15	15	15	7	12
Total	**8,758**	**4,250**	**210**	**641**	**127**	**874**	**2,656**
2024							
Borrowings	**5,280**	836	1,589	71	539	33	2,212
Monetary liabilities	**3,352**	3,325	5	3	3	3	13
Guarantees	**173**	5	2	–	–	–	166
Derivatives	**67**	60	7	–	–	–	–
Interest payments	**436**	67	62	47	47	45	168
Cash at redemption[1]	**100**	30	26	12	12	12	8
Total	**9,408**	**4,323**	**1,691**	**133**	**601**	**93**	**2,567**

1. Difference between nominal redemption and amortized costs.

Derivatives cash flow

	2025	2026	2027	2028	2029	2030	Total
2025							
Inflow		3,615	4	4	3	3	**3,629**
Outflow		(3,570)	(19)	(5)	(5)	(4)	**(3,603)**
2024							
Inflow	3,089	24	5	1	11	–	**3,130**
Outflow	(3,130)	(31)	(5)	(1)	(11)	–	**(3,178)**

Market risk

Market risk can be subdivided into price risk, interest rate risk, and currency risk.

Price risk

Financial instruments that are subject to changes in stock exchange prices or indexes are subject to a price risk. At year-end 2025, mainly other participating interests are subject to price risks.

Interest rate risk

Interest rate risk is the risk that adverse movements of interest rates lead to high costs on interest-bearing debt or assets, which negatively impact our ability to honor our commitments. The aim is to minimize the interest rate risks associated with the financing of the company and thus at the same time optimize the net interest costs. This translates into a certain desired profile of fixed-interest and floating-interest positions, including cash and cash equivalents, with the floating-interest position not exceeding 60% of net debt.

The following analysis of the sensitivity of borrowings, assets, and related derivatives to interest rate movements assumes an instantaneous 1% change in interest rates for all maturities from their level on December 31, 2025, with all other variables held constant. A 1% reduction in interest rates would result in a €18 million pre-tax loss in the income statement and equity on the basis of the composition of financial instruments on December 31, 2025, as floating-rate borrowings are more than compensated for by floating-rate assets (mainly cash). The opposite applies in the case of a 1% increase in interest rates.

Sensitivity to change in interest rate

	2025			2024		
	Carrying amount	Sensitivity		Carrying amount	Sensitivity	
		+1%	(1%)		+1%	(1%)
Loans to associates and joint ventures	78	-	-	54	-	-
Current investments	121	1	(1)	50	1	(1)
Cash and cash equivalents	1,782	18	(18)	2,667	27	(27)
Short-term borrowings	(1,660)	(1)	1	(836)	(1)	1
Long-term borrowings	(3,617)	-	-	(4,444)	-	-

For more information regarding fixed or floating interest, see Note 19 Borrowings.

Currency risk

Adverse movements of foreign currencies can negatively impact the results of operations and our financial condition, e.g., due to losses on assets or liabilities in foreign currencies. The aim is to hedge risks resulting from sales and purchases at the moment of recognition of the receivables and payables. This is done by transferring at spot rates the respective exposures to the Group, which are, then (on a netted basis), hedged externally – see also the section below on Hedge accounting.

The following table assumes a 10% change in all foreign currency rates against the euro from their level on December 31, 2025, with all other variables constant. A +10% change indicates a strengthening of the foreign currencies against the euro, and vice-versa.

Sensitivity to change in exchange rate

	2025			2024		
	Carrying amount	Sensitivity		Carrying amount	Sensitivity	
		+10%	(10%)		+10%	(10%)
Loans to associates and joint ventures	78	1	(1)	54	1	(1)
Current investments	121	2	(2)	50	2	(2)
Cash and cash equivalents	1,782	58	(71)	2,667	48	(48)
Short-term borrowings (excluding lease liabilities)	(1,583)	(13)	16	(746)	(9)	9
Long-term borrowings (excluding lease liabilities)	(3,231)	-	-	(4,010)	(5)	5
Lease liabilities	(463)	(33)	40	(524)	(40)	40
Currency forward contracts	(2)	46	(57)	(2)	-	-
Average-rate forwards used for economic hedging[1]	30	66	(13)	(35)	(3)	3
Other derivatives	46	1	(16)	44	1	(1)

1. Fair-value change reported in Hedging reserve.

Sensitivity changes on these positions will generally be recognized in profit or loss or in the Translation reserve in equity, with the exception of the instruments for which cash flow hedge accounting or net-investment hedge accounting is applied. In case of a strengthening or weakening of the euro against USD, CHF and CNY (being the key currencies), this would affect the translation of financial instruments denominated in these currencies taking into account the effect of hedge accounting and assuming all other variables being constant.

Sensitivity to change in exchange rate for main currencies

	Profit or loss		Equity	
	Strengthening	Weakening	Strengthening	Weakening
EUR				
USD (10% movement)	(34)	41	(643)	785
CHF (10% movement)	(28)	34	(695)	849
CNY (10% movement)	(11)	14	(73)	89

Credit risk

Credit risk is the risk that a (commercial or financial) counterparty may not be able to honor a financial commitment according to the contractual agreement with dsm-firmenich. The company manages the credit risk to which it is exposed by applying credit limits per institution and by dealing exclusively with institutions that have a high credit rating.

At the balance sheet date, there were no significant concentrations of credit risks.

For all financial assets measured at amortized cost, the estimation of the loss allowance for doubtful accounts receivable is based on an expected credit loss (ECL) model. For trade receivables, dsm-firmenich uses an allowance matrix to measure the lifetime ECL for trade receivables. The loss rates depend among other things on the specified aging categories and are based on historical write-off percentages, taking market developments into account.

For other financial assets, dsm-firmenich applies an ECL model that reflects the size and significance of dsm-firmenich's exposure to credit loss.

The ECL is based on the allocation of a credit risk grade which is based on data that is determined to be predictive of the risk of loss (including but not limited to external ratings, audited financial statements, management accounts, cash flow projections, and available press information about customers) and applying experienced credit judgement.

Credit risk grades are defined using qualitative and quantitative factors that are indicative of the risk of default and are aligned to external credit rating definitions from Moody's. Risk of default is herewith considered as the risk of bankruptcy, or any legal impediment to the timely payment of either interest and/or principal, as well as missed or delayed disbursement of either interest and/or principal. The loss allowance on non-current financial assets taken into consideration at the end of 2025 was €4 million (2024: €2 million).

With regard to treasury activities (for example cash, cash equivalents, and derivatives held with banks or financial institutions) it is ensured that financial transactions are only concluded with counterparties that have at least a Moody's credit rating of A3 for long-term instruments.

At Business Unit level, outstanding receivables are continuously monitored by management. Appropriate allowances are made for any credit risks that have been identified in line with the expected credit loss policy.

The first table on the following page provides information about the credit risk exposure per aging category and the ECL for trade accounts receivable of €14 million at December 31, 2025 (December 31, 2024: €20 million), see Note 13 Current receivables.

The maximum exposure to credit risk is represented by the carrying amounts of financial assets that are recognized in the balance sheet, including derivative financial instruments. dsm-firmenich has International Swaps and Derivatives Association (ISDA) agreements in place with its financial counterparties that allow for the netting of exposures in case of a default of either party, but do not meet the criteria for offsetting in the balance sheet.

The table 'Notional value of derivative financial instruments' further below presents the carrying amounts of the derivative financial instruments subject to these agreements. No significant agreements or financial instruments were available at the reporting date that would reduce the maximum exposure to credit risk.

Information about financial assets is presented in Note 10 Associates and joint arrangements, Note 11 Other non-current assets, Note 13 Current receivables, Note 14 Financial investments and Note 15 Cash and cash equivalents.

dsm-firmenich may grant corporate guarantees for credit support of subsidiaries and associates, to get access to credit facilities which are necessary for their operating working capital needs and which cannot be funded by the corporate cash pools and/or for bank guarantees needed for local governmental requirements. Information on guarantees is presented in Note 22 Contingent liabilities and other financial obligations.

The changes in the expected credit loss for trade accounts receivable can be found in the two tables on the next page.

Trade accounts receivable – Credit risk exposure per aging category

	2025			2024		
	Weighted average loss rate	Gross carrying amount	Expected credit loss	Weighted average loss rate	Gross carrying amount	Expected credit loss
Neither past due nor impaired	0.1%	1,425	**(2)**	0.0%	2,026	(1)
1–29 days overdue	0.0%	102	**–**	0.2%	117	–
30–89 days overdue	0.0%	53	**–**	0.8%	56	–
90 days or more overdue	41.4%	29	**(12)**	48.7%	39	(19)
Total		**1,609**	**(14)**		**2,238**	**(20)**

Changes in expected credit loss for trade accounts receivable

	2025	2024
Balance at January 1	**(20)**	**(27)**
Net remeasurement of expected credit loss	(2)	4
Deductions	–	–
Disposals	3	3
Reclassification to held for sale	5	–
Exchange differences	–	–
Balance at December 31	**(14)**	**(20)**

Exposure to credit risk related to derivatives

	2025	2024
Receivables from derivatives presented in the balance sheet	101	74
Related amounts not offset in the balance sheet	(12)	(18)
Net amount	**89**	**56**
Liabilities from derivatives presented in the balance sheet	(28)	(67)
Related amounts not offset in the balance sheet	12	18
Net amount	**(16)**	**(49)**

Notional value of derivative financial instruments

	2025			2024		
	Non-current	Current	Total	Non-current	Current	Total
Cross-currency interest rate swaps	103	13	**116**	(13)	–	(13)
Forward exchange contracts, currency options, currency swaps	2	4,765	**4,767**	–	(1,822)	(1,822)
Other derivatives	72	–	**72**	(6)	–	(6)
Total	**177**	**4,778**	**4,955**	**(19)**	**(1,822)**	**(1,841)**

Hedging and hedge accounting

Any financial derivative contracts used by dsm-firmenich are entered into exclusively in connection with the corresponding underlying transaction (hedged item) relating to normal operating business. The financial instruments used are customary products, such as currency swaps, cross-currency interest rate swaps, and forward exchange contracts.

dsm-firmenich mainly applies cash flow hedge accounting. The purpose of cash flow hedges is to minimize the risk of volatility of future cash flows. These may result from a recognized asset or liability or a forecast transaction that is considered highly probable (firm commitment). dsm-firmenich determines the existence of an economic relationship between the hedging instrument and hedging item based on currency, amount, and timing of their respective cash-flows.

Cash flow hedges

During 2025, dsm-firmenich used currency forward contracts and spot contracts to hedge the on-balance sheet exposure, and average-rate currency forwards to hedge the long-term forecasted exposure. At year-end, these instruments had remaining maturities of less than one year. For the hedging of currency risks from firm commitments and forecast transaction cash flows, hedge accounting is applied.

To hedge intercompany loans, receivables, and payables denominated in currencies other than the functional currency of the subsidiaries, we use currency swaps or forward contracts.

dsm-firmenich hedges the long-term forecasted exposure to currency risks from firm commitments and forecast transactions. The currencies involved are primarily USD and CHF. CNY has significant exposure for the Group. However, it does not meet the threshold for cash flow hedging.

In 2025, dsm-firmenich hedged USD 859 million (2024: USD 1,129 million) of its 2026 projected net cash flow in USD against the euro by means of average-rate currency forward contracts at an average exchange rate of USD 1.14 per EUR for the four quarters of 2026. Each quarter, the relevant hedges for that quarter will be settled and recognized in the income statement.

In 2025, dsm-firmenich also the projected CHF obligations against the EUR, namely CHF 322 million (2024: CHF 380 million) at an average exchange rate of CHF 0.92 per EUR. These hedges have fixed the exchange rate for part of the USD and CHF payments in 2026. Cash flow hedge accounting is applied for these hedges. In 2025, €34 million profit was recognized in the operating profit of the segments involved in accordance with the realization of the expected cash flows. There was no ineffectiveness in relation to these hedges.

Cash flow hedges foreign currency risk

	Cash flow hedges foreign currency risk	
	Inventory purchases	Other
2025		
Nominal amount hedged item	-	433
Carrying amount assets	-	32
Carrying amount liabilities	-	(1)
Line item balance sheet	Derivatives	Derivatives
Change in the value of the hedging instrument	-	(65)
Costs of hedging recognized in OCI	-	10
Reclassified from hedging reserve to income statement	-	(34)
Line item income statement	Cost of sales	Sales
2024		
Nominal amount hedged item	10	667
Carrying amount assets	1	6
Carrying amount liabilities	-	(41)
Line item balance sheet	Derivatives	Derivatives
Change in the value of the hedging instrument	-	59
Costs of hedging recognized in OCI	-	63
Reclassified from hedging reserve to income statement	(1)	4
Line item income statement	Cost of sales	Sales

Fair value of financial instruments

The fair values of derivatives and long-term instruments are based on calculations, quoted market prices or quotes obtained from intermediaries. The portfolio of derivatives consists of average-rate forward contracts that are valued against average foreign exchange, forward rates obtained from Bloomberg and other derivatives that are valued using a discounted cash flow model, applicable market yield curves and foreign exchange spot rates.

Inputs for the fair value calculations represent observable market data that are obtained from external sources that are deemed to be independent and reliable.

We use the following hierarchy for determining the fair value of financial instruments:

- Level 1: quoted prices in active markets for identical assets or liabilities
- Level 2: other techniques for which all inputs with a significant effect on the fair value are observable, either directly or indirectly
- Level 3: techniques that use inputs with a significant effect on the fair value that are not based on observable market data

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy. It does not include fair value information for the financial assets and financial liabilities measured at amortized cost if the carrying amount is a reasonable approximation of the fair value.

	Carrying amount					Fair Value			
	Amort. Cost	Fair value hedging instr.	FVTPL	FVOCI	Total	Level 1	Level 2	Level 3	Total
Assets 2025									
Non-current derivatives	–	–	60	–	**60**	–	60	–	**60**
Other participating interests	–	–	–	168	**168**	67	48	53	**168**
Non-current loans to associates and JVs	78	–	–	–	**78**	–	–	–	**–**
Other non-current receivables	111	–	–	–	**111**	–	–	–	**–**
Trade receivables	1,841	–	–	–	**1,841**	–	–	–	**–**
Other current receivables[1]	73	–	–	–	**73**	–	–	–	**–**
Current derivatives	–	31	10	–	**41**	–	41	–	**41**
Current investments	121	–	–	–	**121**	–	–	–	**–**
Cash and cash equivalents	1,659	–	123	–	**1,782**	123	–	–	**123**
Liabilities 2025									
Non-current borrowings	(3,617)	–	–	–	**(3,617)**	(3,136)	–	–	**(3,136)**
Non-current derivatives	–	–	(14)	–	**(14)**	–	–	(14)	**(14)**
Other non-current liabilities	(102)	–	–	–	**(102)**	–	–	–	**–**
Current borrowings	(1,660)	–	–	–	**(1,660)**	(1,486)	–	–	**(1,486)**
Current derivatives	–	(2)	(12)	–	**(14)**	–	(14)	–	**(14)**
Trade payables	(1,481)	–	–	–	**(1,481)**	–	–	–	**–**
Other current liabilities[1]	(291)	–	(57)	–	**(348)**	–	–	(57)	**(57)**
Assets 2024									
Non-current derivatives	–	2	49	–	**51**	–	51	–	**51**
Other participating interests	–	–	–	209	**209**	90	74	45	**209**
Non-current loans to associates and JVs	54	–	–	–	**54**	–	–	–	**–**
Other non-current receivables	128	–	–	–	**128**	–	–	–	**–**
Trade receivables	2,589	–	–	–	**2,589**	–	–	–	**–**
Other current receivables[1]	99	–	–	–	**99**	–	–	–	**–**
Current derivatives	–	23	–	–	**23**	–	23	–	**23**
Current investments	50	–	–	–	**50**	–	–	–	**–**
Cash and cash equivalents	2,163	–	504	–	**2,667**	504	–	–	**504**
Liabilities 2024									
Non-current borrowings	(4,444)	–	–	–	**(4,444)**	(3,877)	–	–	**(3,877)**
Non-current derivatives	–	(1)	(6)	–	**(7)**	–	(1)	(6)	**(7)**
Other non-current liabilities	(99)	–	(10)	–	**(109)**	–	–	(10)	**(10)**
Current borrowings	(836)	–	–	–	**(836)**	(493)	–	–	**(493)**
Current derivatives	–	(60)	–	–	**(60)**	–	(60)	–	**(60)**
Trade payables	(2,276)	–	–	–	**(2,276)**	–	–	–	**–**
Other current liabilities[1]	(248)	–	(36)	–	**(284)**	–	–	(36)	**(36)**

1. Other current receivables exclude employee-related receivables, and other taxes and social security contributions for an amount of €32 million in 2025 (2024: €30 million) – see also Note 13 Current receivables.
Other current liabilities exclude pensions, employee-related liabilities, and other taxes and social security contributions for an amount of €318 million in 2025 (2024: €542 million) – see also Note 21 Current liabilities.

NOTE 24

Employee benefits

Accounting policy

Short-term employee benefits

Short-term employee benefits are generally recognized as an expense in the period the employee renders services to dsm-firmenich.

Post-employment benefits

Post-employment benefits are employee benefits (other than termination benefits and short-term employee benefits) that are payable after the completion of employment. Post-employment benefit accounting is intended to reflect the recognition of post-employment benefits over the employee's approximate service period, based on the terms of the plans and the investment and funding.

Post-employment benefits: Defined contribution plans

For dsm-firmenich's defined contribution plans, the obligations are limited to the payment of contributions, which are recognized as employee benefit costs.

Post-employment benefits: Defined benefit plans

For defined benefit plans, the aggregate of the value of the defined benefit obligation and the fair value of plan assets for each plan is recognized as a net defined benefit liability or asset. Defined benefit obligations are determined using the projected unit credit method. Plan assets are recognized at fair value. If the fair value of plan assets exceeds the present value of the defined benefit obligation, a net asset is only recognized to the extent that the asset is available for refunds to the employer or for reductions in future contributions to the plan. Defined benefit pension costs consist of three elements: service costs, net interest, and remeasurements.

Service costs are part of employee benefit costs and consist of current service costs. Past service costs and results of plan settlements are included in Other operating income or expenses. Net interest is part of Finance income and expenses and is determined on the basis of the value of the net defined benefit asset or liability at the start of the year, and on the interest on high-quality corporate bonds.

Remeasurements are actuarial gains and losses, the return (or interest cost) on net plan assets (or liabilities) excluding amounts included in net interest and changes in the effect of the asset ceiling. These remeasurements are recognized in Other comprehensive income as they occur and are not recycled through profit or loss at a later stage. Post-employment defined benefit plans include pension plans and other post-employment benefits.

Other long-term employee benefits

The service cost, the net interest on the net defined liability (asset) and remeasurements of the net defined liability (asset) related to other long-term employee benefits, such as jubilee and incentive plans, are recognized in profit or loss.

Estimates and judgments

Management makes assumptions regarding variables such as discount rate, future salary increases, life expectancy, and future healthcare costs. Management consults with external actuaries regarding these assumptions at least annually for significant plans. Changes in these key assumptions can have a significant impact on the projected defined benefit obligations, funding levels, and periodic costs incurred.

Employee benefit liabilities

The employee benefit liabilities of €205 million (2024: €550 million) consist of €91 million related to pensions (2024: €367 million), €56 million related to other post-employment benefits (2024: €60 million), and €58 million related to other employee benefits (2024: €123 million). See also the table at the end of this note.

The Group also operates a number of defined benefit plans and defined contribution plans throughout the world, the assets of which are generally held in separately administered funds. The pension plans are generally funded by payments from employees and from the relevant Group companies. The Group also provides certain additional healthcare benefits to retired employees in the US and Switzerland.

For the core countries (Switzerland, United States of America, United Kingdom, and Germany), costs for the defined benefit plans relating to pensions are expected to be €59 million in 2026. In 2026, dsm-firmenich is expected to contribute €49 million (actual 2025: €42 million) to its defined benefit plans in these countries.

Changes in net liabilities of the post-employment benefits recognized in the balance sheet are shown in the overview on the following page. The decrease in the net liabilities during 2025 is mainly due to the reclassification of assets and liabilities relating to the ANH business to held for sale.

Employee benefit liabilities

	2025	2024
Employee benefit liabilities		
Pension plans and other post-employment benefits	147	427
Other employee benefits	58	123
Total	**205**	**550**
Of which current	12	63

Post-employment benefit costs

	2025	2024
Defined benefit plans:		
- Current service costs pension plans	58	47
- Other post-employment benefits	4	4
Defined contribution plans	112	110
Total pension costs included in employee benefit costs	**174**	**161**
- Pension costs included in Other operating (income) / expense	-	-
Total in operating profit, continuing operations	**174**	**161**
Pension costs included in Financial income and expense	8	3
Total continuing operations	**182**	**164**
Discontinued operations	46	46
Total	**228**	**210**
Of which:		
- Defined contribution plans	112	110
- Defined benefit plans	70	54

Changes in net liabilities of post-employment benefits

	2025				2024			
	Funded and unfunded defined benefit obligations	Fair value of plan assets	Impact of minimum funding requirement/asset ceiling	Net liabilities/(assets) recognized in the balance sheet	Funded and unfunded defined benefit obligations	Fair value of plan assets	Impact of minimum funding requirement/asset ceiling	Net liabilities/(assets) recognized in the balance sheet
Balance at January 1	3,486	(3,221)	100	365	3,339	(3,030)	93	402
Net defined benefit assets				(62)				(44)
Net defined benefit liabilities				427				446
Total				365				402
– Current service cost	90	–	–	90	79	–	–	79
– Interest	53	(46)	1	8	60	(52)	1	9
– Administration cost and other	3	–	–	3	–	–	–	–
Total included in income statement	146	(46)	1	101	139	(52)	1	88
Included in other comprehensive income:								
– Loss / (gain) from change in demographic assumptions	(27)	–	–	(27)	2	–	–	2
– Loss / (gain) from change in financial assumptions	(40)	–	–	(40)	70	–	–	70
– Loss / (gain) from change in Experience	94	–	–	94	82	–	–	82
– Return on plan assets excluding interest income	–	(136)	–	(136)	–	(169)	–	(169)
– Asset ceiling change, excluding movement through income statement	–	–	33	33	–	–	7	7
– Administration cost and other	–	–	–	–	–	(2)	–	(2)
Total included in other comprehensive income	27	(136)	33	(76)	154	(171)	7	(10)
Other								
– Benefits paid (including transfers in and out)	(215)	188	–	(27)	(174)	146	–	(28)
– Contributions by plan participants	48	(48)	–	–	48	(48)	–	–
– Employer contributions	–	(77)	–	(77)	–	(84)	–	(84)
– Balance sheet transfer	–	7	–	7	–	–	–	–
– Acquisition / disposals	(60)	64	(4)	–	–	–	–	–
– Reclassification to held for sale	(1,075)	953	(75)	(197)	–	–	–	–
– Currency translation adjustment and other	(5)	5	–	–	(20)	18	(1)	(3)
Total other	(1,307)	1,092	(79)	(294)	(146)	32	(1)	(115)
Balance at December 31	2,352	(2,311)	55	96	3,486	(3,221)	100	365
Net defined benefit assets (Prepaid pension costs)				(51)				(62)
Net defined benefit liabilities				147				427
Total				96				365

Pension-plan assets

The fair value of the pension-plan assets consists of 65% of quoted assets (2024: 74%). The pension-plan assets do not include dsm-firmenich shares.

The countries with the most significant defined benefit obligations for dsm-firmenich are specified in the table on the next page.

Pension-plan assets by category

	2025	2024
Equities	549	896
Bonds	796	1,104
Property	377	603
Insurance policies	66	69
Other	387	447
Cash and bank deposits	136	102
Total plan assets	**2,311**	**3,221**

Defined benefit plans

	Switzerland	United States of America	United Kingdom	Germany	Other countries	Total
Defined benefit plans 2025						
Funded and unfunded defined benefit obligations	1,920	186	176	32	38	**2,252**
Fair value of plan assets	(1,936)	(195)	(177)	(3)	–	**(2,311)**
Net excess of liabilities/(assets) over obligations	**(16)**	**(9)**	**(1)**	**29**	**38**	**41**
Unrecognized assets due to asset ceiling	55	–	–	–	–	**55**
Net excess of liabilities/(assets) over obligations recognized	**39**	**(9)**	**(1)**	**29**	**38**	**96**
Composed of						
Net defined benefit assets (Prepaid pension costs)	(28)	(21)	(1)	(1)	–	**(51)**
Net defined benefit liabilities	66	12	–	30	38	**147**
Total changes	**39**	**(9)**	**(1)**	**29**	**38**	**96**
Defined benefit plans 2024						
Funded and unfunded defined benefit obligations	2,800	201	196	242	47	**3,486**
Fair value of plan assets	(2,803)	(214)	(190)	(12)	(2)	**(3,221)**
Net excess of liabilities/(assets) over obligations	**(3)**	**(13)**	**6**	**230**	**45**	**265**
Unrecognized assets due to asset ceiling	100	–	–	–	–	**100**
Net excess of liabilities/(assets) over obligations recognized	**97**	**(13)**	**6**	**230**	**45**	**365**
Composed of						
Net defined benefit assets (Prepaid pension costs)	(35)	(27)	–	–	–	**(62)**
Net defined benefit liabilities	132	14	6	230	45	**427**
Total changes	**97**	**(13)**	**6**	**230**	**45**	**365**

Actuarial assumptions for plans in core countries

	Switzerland	United States of America	United Kingdom	Germany
2025				
Discount rate	1.20%	5.20%	5.50%	4.00%
Salary increase	2.00%	3.25%	0.00%	2.60%
Pension increase	0.00%	0.70%	2.83%	2.06%
2024				
Discount rate	0.90%	5.50%	5.50%	3.40%
Salary increase	2.25%	3.00%	0.00%	2.60%
Pension increase	0.00%	1.00%	2.99%	2.00%

Sensitivities of significant actuarial assumptions

The discount rate, the future increase in wages and salaries, and the pension increase rate were identified as significant actuarial assumptions. The following impacts on the defined benefit obligation are to be expected.

- A 0.25% increase/decrease in the discount rate would lead to a decrease/increase of 3.2% (2024: 3.2%) in the defined benefit obligation
- A 0.25% increase/decrease in the expected increase in salaries/wages would lead to an increase/decrease of 0.3% (2024: 0.3%) in the defined benefit obligation
- A 0.25% increase/decrease in the expected rate of pension increase would lead to an increase/decrease of less than 1.6% (2024: 1.7%) in the defined benefit obligation

The sensitivity analysis is based on realistically possible changes as at the end of the reporting year. Each change in a significant actuarial assumption was analyzed separately as part of the test. Interdependencies were not taken into account.

Main defined benefit plans description

The dsm-firmenich Group companies have various pension plans, which are geared to the local regulations and practices in the countries in which they operate. As these plans are designed to comply with the statutory framework, tax legislation, local customs, and economic situation of the countries concerned, it follows that the nature of the plans varies from country to country. The plans are based on local legal and contractual obligations.

dsm-firmenich's current policy is to offer defined contribution retirement benefit plans to new employees wherever possible. However, dsm-firmenich still has a (small) number of defined benefit pension and healthcare schemes from the past or in countries where legislation does not allow us to offer a defined contribution scheme. Generally, these schemes have been funded through external trusts or foundations, where dsm-firmenich faces the potential risk of funding shortfalls. The most significant defined benefit schemes are:

- Pension plan at Firmenich SA in Switzerland
- Affiliation to the DSM Nutritional Products (DNP) AG pension plan in Switzerland (DNP AG)
- DSM UK pension scheme in the UK
- Pension plan at Firmenich, Inc. in the US

For each plan, the following characteristics are relevant:

Firmenich SA pension plan and affiliation to DNP AG pension plan in Switzerland

Both the DNP AG pension plan and the Firmenich SA pension plan are typical Swiss cash balance plans. For accounting purposes, these plans are qualified as defined benefit plans. They are contribution-based plans, with no promise of indexation for ongoing pensions. The Swiss state minimum requirements for occupational benefit plans have, however, to be respected.

The purpose of the plans is to protect the dsm-firmenich employees against the economic consequences of retirement, disability, and death. The employer and employees pay contributions into the pension plan at rates set out in the pension plans rules based on a percentage of salary. The amount of the retirement account can be taken by the employee at retirement in the form of pension or capital.

The weighted average duration of the defined benefit obligation for the dsm-firmenich business affiliated to the DNP AG pension plan is 13.0 years (2024: 13.9 years) and for the Firmenich SA pension plan 13.8 years (2024: 15.1 years), which could be seen as an indication of the maturity profile of the schemes.

According to the Swiss Federal Law on Occupational Retirement, Survivors and Disability (LPP/BVG), the Swiss pension plans are managed by independent and legally autonomous entities which have the legal structure of a foundation. Both plans are managed by different foundations. For both foundations, the Pension Board is composed of employee and employer representatives in equal numbers. Each year, the Pension Boards decide on the level of interest, if any, to apply to the retirement accounts in accordance with the pension policy of the respective pension plan.

The Pension Boards are also responsible for the investment of the assets and defining the investment strategy for long-term returns with an acceptable level of risk. Within each foundation, the plan assets are invested collectively (no individual investment choice is offered).

DSM UK pension scheme

The DSM UK pension scheme was closed as of September 30, 2016 for all pension accruals. An unconditional indexation policy is applicable for the vested pension rights. The weighted average duration of the defined benefit obligation is 12.1 years (2024: 12.9 years), which could be seen as an indication of the maturity profile of the scheme.

The pension plan is managed and controlled by a dsm-firmenich company pension fund. The Board of Trustees consists of representatives of the employer and the employees, who have an independent role. There is a long-term de-risking strategy for the DSM UK pension scheme in place with the objective to align the company's intentions and the Trustees' responsibility with respect to this plan.

Pension plan at Firmenich, Inc. in the US

The plan provides benefits on a defined benefit basis and is closed to all new employees. The plan was also frozen to the majority of current employees for future benefit accruals. The grandfathered group of participants to the defined benefit plan continues to accrue benefits that are payable at retirement and on death in service. With exceptions for optional lump sum amounts for certain sections of the plan, the benefits are paid out as annuities.

The US pension plan is qualified under, and is managed in accordance with, the requirements of US federal law. In accordance with federal law, the assets of the plan are legally separate from the employer and are held in a pension trust.

The law requires minimum and maximum amounts that can be contributed to the trust, together with limitations on the amount of benefits that may be provided under the plan. There are named fiduciaries that are responsible for ensuring the plan is managed in accordance with the law. The fiduciaries are responsible for defining the investment strategy for long-term returns with an acceptable level of risk as well as the oversight of the investment of plan assets.

The employees do not contribute to the plan and the employer contributes to the plan amounts which are at least equal to the minimum required by the law and not more than the maximum that would limit the tax deductibility of the contributions.
The weighted average duration of the defined benefit obligation is 8.6 years (2024: 8.8 years), which could be seen as an indication of the maturity profile of the scheme.

Impact ANH Carve-out

Two core country pension plans are impacted in the reclassification of liabilities and assets to held for sale. This pertains to the affiliated NewCo businesses of the DSM Nutritional Products (DNP) AG pension plan in Switzerland (DNP AG), which is included in the transaction perimeter with the sale of DNP AG and the funded as well as unfunded pension plans at DSM Nutritional Products GmbH in Germany (DNP GmbH).

Other long-term employee benefits

Other long-term employee benefits comprise jubilees, long-term incentive (LTI) plans to senior management, and deferred compensation liabilities. The changes in other employee benefits are listed in the table opposite.

Other long-term employee benefits

	Other employee benefits
Balance at January 1, 2024	**123**
Of which current	49
Changes:	
- Additions	42
- Releases	(1)
- Uses	(50)
- Other change	9
Total changes	-
Balance at December 31, 2024	**123**
Of which current	63
Changes:	
- Additions	13
- Releases	(5)
- Uses	(56)
- Reclassification to held for sale	(10)
- Other change	(7)
Total changes	(65)
Balance at December 31, 2025	**58**
Of which current	12

NOTE 25

Net debt

The development of the components of net debt is as in the table opposite. n 2025, the gearing (net debt / equity plus net debt) was 15.2% (in 2024: 10.1%).

	Cash and cash equivalents	Current investments	Non-current borrowings	Current borrowings	Derivatives	Total
Balance at January 1, 2024	**2,456**	**107**	**(4,114)**	**(716)**	**52**	**(2,215)**
Change from operating activities	1,778	–	–	–	(47)	**1,731**
Change from investing activities	(252)	(57)	39	2	–	**(268)**
Reclassifcations and transfers	138	–	(140)	1	1	**–**
Dividend and remuneration hybrid bonds (equity)	(695)	–	–	–	–	**(695)**
Interest	(67)	–	(37)	(8)	–	**(112)**
Proceeds from (re)issued shares	21	–	–	–	–	**21**
New/unwinding leases	–	–	(189)	(8)	–	**(197)**
Repurchase of shares	(706)	–	–	(105)	–	**(811)**
Other	(25)	–	–	–	–	**(25)**
Change from financing activities	**(1,334)**	**–**	**(366)**	**(120)**	**1**	**(1,819)**
Exchange differences	19	–	(3)	(2)	1	**15**
Total changes	**211**	**(57)**	**(330)**	**(120)**	**(45)**	**(341)**
Balance at December 31, 2024	**2,667**	**50**	**(4,444)**	**(836)**	**7**	**(2,556)**
Change from operating activities	1,445	–	(39)	(7)	50	**1,449**
Change from investing activities	505	74	–	–	1	**580**
Reclassifcations and transfers	95	–	891	(986)	–	**–**
Dividend, redemption and remuneration hybrid bonds (equity)	(1,501)	–	–	–	–	**(1,501)**
Interest	(64)	–	–	4	–	**(60)**
Proceeds from (re)issued shares	5	–	–	–	–	**5**
New/unwinding leases	–	–	(101)	(16)	–	**(117)**
Repurchase of shares	(1,181)	–	–	105	–	**(1,076)**
Other	(106)	–	–	–	3	**(103)**
Change from financing activities	**(2,752)**	**–**	**790**	**(893)**	**3**	**(2,852)**
Reclassification to held for sale	(11)	–	50	61	–	**100**
Exchange differences	(72)	(3)	26	15	12	**(22)**
Total changes	**(885)**	**71**	**827**	**(824)**	**66**	**(745)**
Balance at December 31, 2025	**1,782**	**121**	**(3,617)**	**(1,660)**	**73**	**(3,301)**

NOTE 26

Notes to the cash flow statement

Accounting policy

The cash flow statement explains the changes in cash and cash equivalents. It is prepared via a comparison of the balance sheets at January 1 and December 31.

In reporting the cash flows from operating activities, dsm-firmenich applies the indirect method. Under this method, the profit or loss for the period is adjusted for changes that do not involve cash flows, such as changes in exchange rates, amortization, depreciation, impairment losses, and transfers to other balance sheet items. Changes in working capital due to the acquisition or disposal of consolidated companies are included under Investing activities.

The consolidated cash flow statement includes an analysis of all cash flows in total, including continuing and discontinued operations. For amounts related to discontinued operations split by activities and a reconciliation of results from continuing operations to total, see Note 3 Change in the scope of the consolidation.

Most of the changes can be traced back to the detailed statements of changes for the balance sheet items concerned. For those balance sheet items for which no detailed statement of changes is included, the table opposite shows the link between the change according to the balance sheet and the change according to the cash flow statement.

The cash flow relating to acquisitions (-€19 million) was limited in 2025. The disposal of businesses of €1,270 million mainly relates to the divestment of the Feed Enzymes business and the costs for the preparation of the divestment of the Animal Nutrition and Health business. It consists of the cash-related part of the consideration (€1,476 million) minus the cash in the divested companies (€34 million) and the divestment-related costs and tax settlements (€172 million). See also Note 3 Change in the scope of the consolidation.

Change in operating working capital

	2025	2024
Operating working capital		
Balance at January 1	3,603	3,769
Balance at December 31	2,481	3,603
Balance sheet change	**(1,122)**	**(166)**
Adjustments:		
- Exchange differences	238	(4)
- Changes in consolidation (including acquisitions and disposals)	7	122
- Reclassification to held for sale	953	-
- Transfers/non-cash value adjustments	24	7
Total change in operating working capital according to the cash flow statement	**100**	**(41)**

In 2025, the operating working capital continuing operations was €2,481 million (2024: €3,603 million), which amounts to 28.8% of annualized fourth-quarter net sales (2024: 27.3%).

NOTE 27

Share-based compensation

Accounting policy

Share-based compensation at dsm-firmenich consists of the award of Performance Share Units (PSUs), Restricted Share Units (RSUs), or stock options to eligible employees.

PSUs and RSUs generally vest after three years on the achievement of predefined vesting conditions. The cost of PSUs and RSUs is measured by reference to the fair value of the dsm-firmenich shares on the date on which the PSUs and RSUs were granted or modified. The cost of equity-settled share-based compensation is recognized in profit or loss (Employee benefit costs) during the vesting period, together with a corresponding increase in equity. Vesting conditions other than market conditions are considered by adjusting the number of equity instruments, so that the amount recognized during the vesting period in employee benefit costs is based on the number of share units that eventually vest.

Estimates and judgments

Key parameters related to share-based compensation costs for PSUs and RSUs are the estimation of fair values of the share units on the grant or modification date, and the number of share units that will vest. An independent third party conducts the fair value calculation as far as vesting is tied to market conditions, using the Monte Carlo method.

Restricted and Performance Share Unit plan

The dsm-firmenich Restricted and Performance Share Unit plan provides rules for the grant of RSUs and/or PSUs to eligible employees.

Considering the plan rules that allow multiple grant dates, best practice is to effectuate the grant of share units on the last trading day at the Amsterdam Stock Exchange in March. In principle, PSUs will be granted; RSUs may be granted in specific circumstances.

Subject to the plan, the 2025 grant was conducted on March 31, 2025. This grant concerned the Members of the Executive Committee and the eligible members of the Global Management Team (i.e., the group of (senior) leaders considering their job level). The performance period of this grant ends on December 31, 2027; vesting will be effectuated on March 31, 2028.

The number of share units to be granted is based on job level, contribution, and the face value of the dsm-firmenich share over a reference period. As a result, the number of share units to be granted annually will fluctuate with the share price development.

RSUs and PSUs are subject to a vesting period of three years starting at the grant date. Vesting of RSUs is subject to continued employment until the vesting date ('time vesting').

In addition, vesting of PSUs is also subject to the achievement of predefined performance targets at the end of the performance period. In view of the merger of equals between DSM and Firmenich in 2023, it was decided (as included in the Offering Circular) that the PSUs granted under DSM's Long-Term Incentive plan in 2021 and 2022, respectively, shall vest against the average of the vesting result achieved over the vesting that occurred in 2020, 2021 and 2022. Non-vested share units will be forfeited. If employment is terminated prior to the vesting date, specific rules regarding vesting and forfeitures apply.

In line with the Articles of Association and the respective plan rules, fifty percent of the Base Fee due to the Members of the Board of Directors has been delivered in RSUs. The 2025 grant was implemented on May 7, 2025 and concerns the period between the 2025 AGM and the 2026 AGM.

In principle, the vesting term is three years. However, if a board mandate ceases for whatever reason within such vesting period, outstanding unvested RSUs will vest (in full or pro-rated) as per the effective date of such cessation, subject to a one-year holding period.

The 2025 grant of PSUs under the dsm-firmenich Restricted- and Performance Share Unit plan to Members of the Executive Committee and other eligible employees is based on the at target level; in 2025 this concerned 491,653 (2024: 463,542) share units.

The grant to the Members of the Board of Directors concerns 50% of the applicable Base Fee and involved 16,116 (2024: 13,714) RSUs in 2025.

RSUs and PSUs are subject to a vesting period of three years starting at the grant date. Vesting of RSUs is subject to continued employment until the vesting date ('time vesting'). In addition, vesting of PSUs is also subject to the achievement of predefined performance targets at the end of the performance period.

The performance targets regarding the 2025 grant involve:

- Total Shareholder Return
- Core adjusted return on capital employed
- Absolute greenhouse gas reduction
- Inclusion & Belonging (gender and nationality diversity / inclusion)

In September 2022, a group of senior key employees (excluding the Co-CEOs) at legacy DSM received an RSU grant subject to completion of the merger between DSM and Firmenich. As the merger was completed, the RSUs were finally awarded. Upon vesting on September 30, 2025, the respective RSUs were settled in cash. The fair value on that date was €72.52 (December 31, 2024: €97.72).

Overview of share units granted to Members of the Board of Directors

Year of grant	Outstanding at Dec. 31, 2024	In 2025 Granted	In 2025 Vested	In 2025 Forfeited/ expired	Outstanding at Dec. 31, 2025	Share price at date of grant (€)	Expiry date
2023	17,041	-	-	-	17,041	80.21	Sep 30, 2026
2024	13,714	-	-	-	13,714	106.05	May 8, 2027
2025	-	16,116	-	-	16,116	94.40	May 7, 2028
2025 Total	**30,755**	**16,116**	**-**	**-**	**46,871**		
	at Dec. 31, 2023				at Dec. 31, 2024		
2024 Total	18,239	13,714	(1,198)	-	30,755		

Overview of share units granted to the Members of the Executive committee and other eligible employees

Year of grant	Outstanding at Dec. 31, 2024	In 2025 Granted	In 2025 Vested[1]	In 2025 Forfeited/ expired	Outstanding at Dec. 31, 2025	Share price at date of grant (€)	Expiry date
2021	-	-	-	-	-	144.30	Mar 31, 2024
2022	92,999	-	(85,918)	(7,081)	-	162.50	Mar 31, 2025
2023	356,099	-	(17,985)	(16,878)	321,236	97.67	Mar 31, 2026
2024	449,248	34	(11,543)	(31,017)	406,722	106.32	Mar 31, 2027
2025	-	491,653	(30)	(14,880)	476,743	91.46	Mar 31, 2028
2025 Total	**898,346**	**491,687**	**(115,476)**	**(69,856)**	**1,204,701**		
	at Dec. 31, 2023				at Dec. 31, 2024		
2024 Total	628,467	463,976	(153,939)	(40,158)	898,346		

1. Restricted- and Performance Share Units may partly vest upon termination of employment in connection with, for example, divestments, retirement or early retirement.

Overview of cash-settled RSUs

Year of grant	Outstanding at Dec. 31, 2024	In 2025 Granted	In 2025 Vested	In 2025 Forfeited/ expired	Outstanding at Dec. 31, 2025	Share price at date of grant (€)	Expiry date
2022	76,406	-	(70,914)	(5,492)	-	117.45	Sep 30, 2025

Employee stock options

Certain employees in the Netherlands are entitled to employee stock options, to be granted on the first day on which the dsm-firmenich stock is quoted ex-dividend following the Annual General Meeting of Shareholders. The opening price of the dsm-firmenich stock on that day is the strike price of such stock options. Employee stock options can immediately be exercised and have a term of five years.

Overview of equity-settled employee stock options

Year of grant	Outstanding at Dec. 31, 2024	In 2025 Granted	In 2025 Exercised	In 2025 Average price (€)	In 2025 Forfeited/ expired	Outstanding at Dec. 31, 2025	Fair value on grant date (€)	Strike price (€)	Exercise period until
2020	36,485	-			(36,485)	-	10.26	112.00	May 2025
2022	226,620	-	-	-	(12,430)	214,190	13.58	137.85	May 2027
2025		289,465	(2,600)	97.89	(12,020)	274,845	10.29	92.94	May 2030
2025 Total	**263,105**	**289,465**	**(2,600)**	**97.89**	**(60,935)**	**489,035**			
	at Dec. 31, 2023					at Dec. 31, 2024			
2024 Total	340,820	-	(56,240)	105.31	(21,475)	263,105			

Measurement of fair value

The following assumptions were used to determine the fair value of the equity-settled share units and employee stock options at grant date.

Assumptions equity-settled share units and employee stock options

	2025	2024
Share units granted to Board of Directors		
Risk-free rate[1]	1.82%	3.34%
Expected share life in years[2]	1	1
Nominal share life in years	1	1
Share price in €[1]	94.40	107.35
Expected dividend in €	2.50	2.50
Fair value of share granted in €	87.16	100.26
Share units granted to ExCo and other eligible employees		
Risk-free rate[1]	2.13%	2.53%
Expected share life in years	3	3
Nominal share life in years	3	3
Share price in €[1]	91.36	105.40
Expected dividend in €	2.50	2.50
Expected volatility	25.5%	25.7%
Fair value of share granted in €	84.16	98.30
Employee stock options		
Risk-free rate	1.78%	-
Expected option life in years	2	-
Nominal option life in years	5	-
Share price / exercise price in €	92.94	-
Expected dividend in €	2.50	-
Expected volatility	20.0%	-
Fair value of option granted in €	10.29	-

1. The differences in the risk-free rate and share price are due to different grant dates.
2. The RSUs granted to the BoD relate to a one-year service period (between two consecutive AGMs), they vest however only after three years.

Share-based compensation

An amount of €35 million is included in the costs for wages and salaries for share-based compensation (2024: €31 million).

Share-based compensation

	2025	2024
Equity-settled stock options	3	-
Equity-settled share units	32	28
Cash-settled share units	-	3
Total expense	**35**	**31**

NOTE 28

Related parties

Accounting policy

We identified key management personnel, associates, and joint ventures as related parties. For associates and joint ventures, see Note 10 Associates and joint arrangements. Key management personnel are those persons having authority and responsibility for planning, directing, and controlling the activities of the entity, directly or indirectly, as defined by IAS 24 'Related Parties'. IAS 24 requires the disclosure of the remuneration of key management personnel divided into: short-term employee benefits (salary and short-term incentive), post-employment (pension expenditure) and other long-term benefits, termination benefits, and share-based payment cost (share-based compensation).

Transactions with associates and joint ventures

We may issue guarantees as credit enhancement of associates to acquire bank facilities for these associates. dsm-firmenich has provided guarantees to third parties for debts of associates for an amount of €19 million (2024: €21 million). In 2025, dsm-firmenich recognized €19 million in expected credit losses for loans to and receivables from related parties. Other related-parties disclosures relate entirely to key management of dsm-firmenich, being represented by the company's management.

Key management personnel

The Members of the Board of Directors and the Members of the Executive Committee of dsm-firmenich meet the definition of key management personnel. Personnel expenses are recognized in the corresponding service period. No loans or guarantees have been provided to the Members of the Board of Directors or the Members of the Executive Committee.

Transactions with associates and joint ventures

	2025	2024
Sales to	65	44
Purchases from	106	139
Loans to	72	54
Receivables from	45	39
Payables to	14	18
Interest from	6	1
Commitments to	3	12

Remuneration expenses Board of Directors and Executive Committee

in € thousand	2025[2]	2024[2]
Base salary / Committee fee in cash	8,830	9,183
Employer pension contribution	1,397	1,395
Short-Term Incentive	4,588	11,693
Share-based compensation[1]	7,445	8,261
Other	1,962	5,492
Subtotal	**24,222**	**36,024**
Employer social securities	1,862	1,646
Total	**26,084**	**37,670**

1. Represents the expenses of Restricted- and Performance Share Units (PSUs) awarded according to IFRS rules. These costs are considered over the vesting period and therefore cover several years.
2. Including former Member of the ExCo.

NOTE 29

Events after the balance sheet date

On February 9, 2026, dsm-firmenich announced it entered into an agreement with CVC Capital Partners to divest its Animal Nutrition & Health business for an enterprise value of about €2.2 billion, which includes an earn-out of up to €0.5 billion. dsm-firmenich will retain a 20% equity stake. The announced divestment of ANH resulted in a non-cash impairment of around €1.9 billion in 2025 before taxes. The transaction is expected to be completed at the end of 2026 and is subject to conditions including regulatory approvals, the finalization of all required employee consultation processes, and the creation and separation of a standalone Essential Products Company and standalone Solutions Company by dsm-firmenich.

On February 13, 2025, DSM-Firmenich AG launched a share buyback program for an amount of €1 billion and announced its intention to reduce the issued share capital. DSM-Firmenich AG announced the completion of the share buyback program on December 2, 2025. The share capital reduction is planned to be executed by public deed on February 20, 2026, and will lead to the cancellation of 12,049,441 shares.

On February 17, dsm-firmenich successfully launched a €1.5 billion dual-tranche bond issuance, consisting of €750 million 3.00% fixed-rate notes due in 2031, and €750 million 3.75% fixed-rate notes due in 2038. The bonds will be issued by DSM B.V. and guaranteed by DSM-Firmenich AG pursuant to the previously established cross-guarantee structure (see also Note 13 Guarantee obligations to the Parent Company Financial Statements). The proceeds of the new bond will be used for refinancing of existing bond maturities.

The re-offer price for the 5-year bond tranche was 99.886%. Based on this price, the yield is 3.025%. The re-offer price for the 12-year bond tranche was 99.100%. Based on this price, the yield is 3.845%. The bonds will be listed on the Luxembourg Stock Exchange.

CONSOLIDATED FINANCIAL STATEMENTS

Statutory Auditor's report

Report of the statutory auditor to the General Meeting of DSM-Firmenich AG, Kaiseraugst

Report on the audit of the consolidated financial statements

Opinion

We have audited the consolidated financial statements of DSM-Firmenich AG and its subsidiaries (the Group), which comprise the consolidated income statement and the consolidated statement of comprehensive income for the year ended 31 December 2025, the consolidated balance sheet as at 31 December 2025, the consolidated statement of changes in equity and the consolidated cash flow statement for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the consolidated financial statements (pages 228 to 295) give a true and fair view of the consolidated financial position of the Group as at 31 December 2025 and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards and comply with Swiss law.

Basis for opinion

We conducted our audit in accordance with Swiss law, International Standards on Auditing (ISA) 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 consolidated financial statements' section of our report. We are independent of the Group in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession that are relevant to audits of the financial statements of public interest entities, as well as the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), as applicable to audits of financial statements of public interest entities. We have also 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.

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Our audit approach

Overview

Overall group materiality: EUR 64 million

The entities addressed by our full scope audit work as well as specific scope audit contribute to 73% of the Group's net sales.

As key audit matters the following areas of focus have been identified:

- Accounting for the Animal Nutrition & Health separation
- Valuation of goodwill

Materiality

The scope of our audit was influenced by our application of materiality. Our audit opinion aims to provide reasonable assurance that the consolidated financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall Group materiality for the consolidated financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate, on the consolidated financial statements as a whole.

Overall group materiality	EUR 64 million
Benchmark applied	Net sales
Rationale for the materiality benchmark applied	We chose net sales as the benchmark because, in our view, it is the benchmark against which the performance of the Group is most commonly measured.

We agreed with the Audit and Risk Committee that we would report to them misstatements above EUR 3.2 million identified during our audit as well as any misstatements below that amount which, in our view, warranted reporting for qualitative reasons.

CONSOLIDATED FINANCIAL STATEMENTS

Statutory Auditor's report

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Audit scope

We designed our audit by determining materiality and assessing the risks of material misstatement in the consolidated financial statements. In particular, we considered where subjective judgements were made; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls, and the industry in which the Group operates.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Accounting for the Animal Nutrition & Health separation

Key audit matter	How our audit addressed the key audit matter
In February 2024, the company announced the initiation of a process to carve-out and separate its Animal Nutrition & Health (ANH) business. As part of the separation, the company sold its Feed Enzymes business in 2025, the remaining ANH business was held for sale as at 31 December 2025. The Sale and Purchase Agreement (SPA) for the remaining ANH business was signed on 9 February 2026. Management considered it highly probable that the sale of the remaining ANH business would close and will be completed within one year. Therefore, the assets and liabilities are presented as held for sale. The 2025 results are presented as discontinued operations and the 2024 information is re-presented accordingly, as required by IFRS 5. Based on the realized and expected proceeds from the transactions, a gain on disposal of EUR 245 million and an impairment of EUR 1.9 billion was recognized, respectively, in 2025. The accounting for the transaction and determination of the impairment involve several significant assumptions and complex calculations. These include, amongst others, the carve out of assets and liabilities, the allocation of results to the discontinued operations and the assumptions underlying the determination of the fair value less cost of disposal. Considering the significance and complexity of the transactions and the impact on the consolidated financial statements, the accounting for the ANH separation and related impairment has been identified as a key audit matter. Please refer to Note 3 "Change in the scope of consolidation".	We assessed management's accounting position paper, including management's assessment of the relevant criteria of IFRS 5, related to the ANH separation and the perimeter of the businesses that form part of discontinued operations. We tested the Feed Enzymes disposal transaction and verified the accuracy of the calculated gain on disposal. We assessed, with the support of our valuation experts, management's determination of the fair value of the remaining ANH business, based on management's assumptions and the elements of the SPA, and assessed the resulting impairment. We tested the accuracy of the classification and presentation of the assets and liabilities held for sale of the disposal group. We tested the accurate allocation and presentation of the results of the disposal group as discontinued operations, including the re-presentation of the 2024 financial information. We assessed the reasonableness of the ANH separation's presentation and related disclosures in the consolidated financial statements.

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Valuation of goodwill

Key audit matter	How our audit addressed the key audit matter
As of 31 December 2025, the consolidated financial statements include goodwill amounting to EUR 9.4 billion (2024: EUR 11.2 billion). IAS 36 requires goodwill to be tested for impairment annually, and when indicators of impairment are identified. Goodwill of EUR 0.6 billion has been reclassed to assets held for sale and discontinued operations and goodwill of EUR 1.1 billion has been derecognized following the sale of the Feed Enzymes business. Management performed the impairment tests at year-end by determining the recoverable amount, which is then compared to the carrying amount. The cash generating units (CGUs) management identified in 2025 are Perfumery & Beauty (P&B), Taste, Texture & Health (TTH), and Health, Nutrition & Care (HNC). In assessing whether the carrying amounts are recoverable, management generally applied the value in use method. This method requires significant management judgement in projecting future cash flows as well as in determining key assumptions, such as sales growth, discount rates, terminal value growth rates and the forecast period. Considering the magnitude of goodwill and the level of management judgement involved in assessing the recoverable amounts, the valuation of goodwill has been identified as a key audit matter. Please refer to Note 8 "Goodwill and intangible assets".	Our audit procedures included, among others, an evaluation of the Group's internal controls, policies and procedures applied in the evaluation of impairment indicators and the annual impairment test of goodwill performed to identify any potential impairments of goodwill. We tested the carrying amounts of the CGUs and reviewed supporting documentation for the CGU determination. We evaluated the key assumptions used in management's value in use models by comparing them to external market data and underlying business plans. We assessed the methodological soundness, mathematical accuracy, and sensitivity of the impairment models. We performed our own sensitivity analyses, focusing primarily on terminal value growth rates and discount rates, which we consider the most sensitive assumptions. We assessed whether disclosures required by IAS 36 regarding the valuation of goodwill were appropriately included in the consolidated financial statements.

CONSOLIDATED FINANCIAL STATEMENTS

Statutory Auditor's report

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Other matter

The consolidated financial statements for the year ended 31 December 2024 were audited by another statutory auditor who expressed an unmodified opinion on those consolidated financial statements on 27 February 2025.

Other information

The Board of Directors is responsible for the other information. The other information comprises the information included in the integrated annual report, but does not include the financial statements, the consolidated financial statements, the compensation report and our auditor's reports thereon.

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

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements 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 consolidated financial statements

The Board of Directors is responsible for the preparation of consolidated financial statements, that give a true and fair view in accordance with IFRS Accounting Standards and the provisions of Swiss law, and for such internal control as the Board of Directors determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the Board of Directors is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are 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, ISA 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 these consolidated financial statements.

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, 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 Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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 communicate with them regarding 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.

From the matters communicated with the Board of Directors or its relevant committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

CONSOLIDATED FINANCIAL STATEMENTS

Statutory Auditor's report

Report on other legal and regulatory requirements

In accordance with article 728a para. 1 item 3 CO and PS-CH 890, we confirm the existence of an internal control system that has been designed, pursuant to the instructions of the Board of Directors, for the preparation of the consolidated financial statements.

We have been engaged by the Board of Directors to perform assurance procedures to provide reasonable assurance on the compliance of the rendering of the consolidated financial statements of the financial year from 1 January to 31 December 2025 of DSM-Firmenich AG. DSM-Firmenich AG has prepared the integrated annual report in ESEF. The requirements for this are set out in the Delegated Regulation (EU) 2019/815 with regard to regulatory technical standards on the specification of a single electronic reporting format (hereinafter: the RTS on ESEF).

In our opinion, the integrated annual report prepared in XHTML format, including the marked-up consolidated financial statements, as included in the reporting package by DSM-Firmenich AG, complies in all material respects with the RTS on ESEF.

The Board of Directors is responsible for preparing the integrated annual report, including the consolidated financial statements in accordance with the RTS on ESEF, whereby the Board of Directors combines the various components into a single reporting package. Our responsibility is to obtain reasonable assurance for our opinion whether the integrated annual report in the reporting package complies with the RTS on ESEF.

We recommend that the consolidated financial statements submitted to you be approved.

PricewaterhouseCoopers AG

Christopher Vohrer Licensed audit expert Auditor in charge	Ennèl van Eeden Global Client Service Partner

Basel, 19 February 2026

7 Report of the statutory auditor to the General Meeting of DSM-Firmenich AG, Kaiseraugst

Parent Company Financial Statements

Balance sheet of DSM-Firmenich AG at December 31

The accompanying notes are an integral part of these Parent Company Financial Statements.

	Notes	2025		2024	
in million		EUR	Values in CHF	EUR	Values in CHF
Assets					
Cash and cash equivalents		–	–	–	–
Other short-term receivables from group companies	2	10	10	52	49
Prepaid expenses and accrued income		1	1	1	1
Total current assets		**11**	**11**	**53**	**50**
Investments	3	32,893	30,636	34,758	32,714
Total non-current assets		**32,893**	**30,636**	**34,758**	**32,714**
Total assets		**32,904**	**30,647**	**34,811**	**32,764**
Liabilities and shareholders' equity					
Trade accounts payable to third parties		1	1	5	4
Short-term liabilities	4/8	–	–	109	103
Other short-term payables to third parties	4	–	–	5	4
Other short-term payables to group companies	4	553	515	83	78
Accrued expenses	5	5	4	8	8
Total current liabilities		**559**	**520**	**210**	**197**
Total non-current liabilities		**–**	**–**	**–**	**–**
Total liabilities		**559**	**520**	**210**	**197**
Share capital	6	3	3	3	3
Legal capital reserves:					
- Reserves from capital contributions	7	22,392	20,856	22,771	21,432
- Other capital reserves	7	7,687	7,160	7,687	7,235
Forward contracts to repurchase shares	8	–	–	(109)	(103)
Treasury shares	8	(1,219)	(1,135)	(40)	(38)
Available earnings:					
- Profit brought forward		4,009	3,734	3,622	3,409
- (Loss)/Profit for the year		(527)	(491)	667	629
Total shareholders' equity		**32,345**	**30,127**	**34,601**	**32,567**
Total liabilities and shareholders' equity		**32,904**	**30,647**	**34,811**	**32,764**

Income statement of DSM-Firmenich AG for the year ended December 31

The accompanying notes are an integral part of these Parent Company Financial Statements.

in million	Notes	2025 EUR	2025 Values in CHF	2024 EUR	2024 Values in CHF
Dividend income	9	2,093	1,950	673	634
Other operating income	11	39	36	37	35
Other finance income	12	2	2	8	8
Total income		**2,134**	**1,988**	**718**	**677**
Personnel expenses	10	20	19	28	26
Other operating expense	11	18	16	16	15
Finance expense	12	8	8	6	6
Impairment on investments	3	2,615	2,436		
Taxes		–	–	1	1
Total expenses		**2,661**	**2,479**	**51**	**48**
(Loss)/Profit for the year		**(527)**	**(491)**	**667**	**629**

Notes to the Parent Company Financial Statements

NOTE 1

Principles

General aspects

DSM-Firmenich AG (the Company) is a stock corporation (Aktiengesellschaft) incorporated and domiciled in Switzerland. The Company is based in Kaiseraugst, Switzerland. DSM-Firmenich AG is the holding company of the operating companies of the dsm-firmenich Group (Group), which is a leading supplier in nutrition, health, and beauty.

The fiscal year end of DSM-Firmenich AG is December 31. These financial statements of DSM-Firmenich AG were prepared in accordance with Swiss Law on Accounting and Financial Reporting. Where not prescribed by law, the significant accounting and valuation principles applied are described below.

The financial statements are presented in euros (EUR or €); the Swiss franc (CHF) values are presented for the purposes of comparison and have been calculated by applying the period-end FX-rate. All values in the financial statements are rounded to the nearest million, except when otherwise indicated. Any main accounting policies applied in the preparation of these financial statements that are not already specified by law, i.e., by the Swiss Code of Obligations, are outlined below in the applicable notes.

DSM-Firmenich AG is presenting consolidated financial statements according to IFRS Accounting Standards. In line with art. 961d of the Swiss Code of Obligations, DSM-Firmenich AG decided to forego presenting the additional information in the notes, the cash flow statement, and the management report.

Currency

The Company's currency – as legally determined by the Articles of Association – is EUR, which is also the functional currency.

The income statement transactions in foreign currencies are recorded at the exchange rate at the date of the transaction. Assets and liabilities denominated in a foreign currency are translated into EUR at period-end exchange rates. As required by the Swiss Code of Obligations (cf. art. 958d para. 3), the financial statements are also presented, for additional information only, in the national currency, being CHF. The following EUR/CHF exchange rates have been applied in these financial statements to translate the balance sheet and income statement:

Closing rate on December 31, 2024: 0.9412
Closing rate on December 31, 2025: 0.9314

Summary of the accounting policies

Cash and cash equivalents

Cash and cash equivalents comprise bank balances.

Investments

Investments in companies where the entity holds an investment are valued at acquisition cost less adjustments for impairment of value.

NOTE 2

Other short-term receivables from Group companies

Other short-term receivables from Group companies consist of a receivable of €7 million (CHF 6 million); 2024: €10 million (CHF 9 million) from the in-house cash pool and receivable from other Group companies of €4 million (CHF 3 million); 2024: €42 million (CHF 39 million) composed of recharges of remuneration of key personnel and in 2024including also recharges of corporate service costs. See also Note 11 Other operating income and expense.

NOTE 3

Investments

Companies in which DSM-Firmenich AG holds an investment are valued at acquisition cost less adjustments for impairment of value. The investments consist of the direct equity share in DSM B.V., Firmenich International SA and DSM-Firmenich Reinsurance AG. In 2025, DSM-Firmenich AG contributed €750 million (CHF 699 million) to the capital contribution reserves of Firmenich International SA. End of the year 2025, the Company held 100% of the aggregate issued and outstanding share capital of DSM B.V., Firmenich International SA, and DSM-Firmenich Reinsurance AG (formerly DSM Re Switzerland AG renamed in 2025).

In 2024, DSM-Firmenich AG acquired DSM Re Switzerland AG (€8.1 million / CHF 7.7 million) and Bergere Limited (€0.6 million / CHF 0.6 million) from subsidiaries of the Group. Subsequently, Bergere Limited was merged with and into DSM Re Switzerland AG. A review for impairment was performed based on current market considerations, assessing whether market expectations on delivering the merger results of the initial deal closed in May 2023 significantly changed until December 31, 2025.

The carrying amount of €33 billion (CHF 31 billion) as at December 31, 2025, represents the recoverable amount of investments held by DSM-Firmenich AG. This recoverable amount has been determined with the Discounted Cash flows (DCF) method based on key value drivers derived from the Long-Range Plan (LRP) for the Company, excluding the ANH business. For the ANH business, the expected proceeds amount less cost of disposal has been used as the recoverable amount, as a Share Purchase Agreement has been signed with a third party. Following the impairment review performed as at December 31, 2025, an impairment loss of €2.6 billion (CHF 2.4 billion) has been recognized.

The investments, DSM B.V. and Firmenich International SA, were transferred into DSM-Firmenich AG in the context of the dsm-firmenich merger in 2023. The total carrying amount of these investments, before recognition of the impairment loss in 2025, represents the equity value of the Company at the merger date in 2023. The review for impairment has therefore been performed at an aggregated level and the impairment loss recognized in 2025 allocated to the carrying amount of total investments held as at December 31, 2025.

Investees directly held by DSM-Firmenich AG

in million	Domicile	Carrying amount at December 31, 2025 in EUR	Carrying amount at December 31, 2025 values in CHF	Nominal share capital at December 31, 2025	Share in capital / voting rights in % at December 31, 2025
2025					
DSM B.V.	Maastricht (NL)	20,472	19,068	€ 261	100 / 100
Firmenich International SA	Satigny (CH)	15,027	13,996	CHF 40	100 / 100
DSM-Firmenich Reinsurance AG	Schaffhausen (CH)	9	8	CHF 6	100 / 100
Total December 31, 2025		**35,508**	**33,072**		
Impairment loss on investments		2,615	2,436		
Total December 31, 2025 after impairment loss		**32,893**	**30,636**		

in million	Domicile	Carrying amount at December 31, 2024 in EUR	Carrying amount at December 31, 2024 values in CHF	Nominal share capital at December 31, 2024	Share in capital / voting rights in % at December 31, 2024
2024					
DSM B.V.	Maastricht (NL)	20,472	19,268	€ 261	100 / 100
Firmenich International SA	Satigny (CH)	14,277	13,438	CHF 40	100 / 100
DSM Re Switzerland AG	Schaffhausen (CH)	9	8	CHF 6	100 / 100
Total December 31, 2024		**34,758**	**32,714**		

Significant indirect investees in which DSM-Firmenich AG has control

Company name	Country	Share in capital	Currency	Share capital in thousands
Indirect investees via DSM B.V.				
DSM Produtos Nutricionais Brasil S.A.	Brazil	100	BRL	1,840,560
DSM-Firmenich Brasil Ltda	Brazil	100	BRL	363,238
DSM Nutritional Products Canada Inc.	Canada	100	USD	-
DSM-Firmenich Canada Inc.	Canada	100	CAD	1
DSM Vitamins (Shanghai) Ltd.	China	100	USD	66,950
DSM Vitamins Trading (Shanghai) Co. Ltd.	China	100	USD	200
Yimante Health Ingredients (Jingzhou) Company Ltd.	China	75	CNY	100,000
DSM Andre Pectin, Co. Ltd. (formerly: Yantai Andre Pectin, Co. Ltd.)	China	91	CNY	313,000
DSM-Firmenich Nutritional Products (Shanghai) Co. Ltd	China	100	CNY	56,000
Biomin Trading (Shanghai) Co., Ltd	China	100	USD	100
DSM Food Specialties France SAS	France	100	EUR	33,425
DSM Nutritional Products France SAS	France	100	EUR	14,000
DSM Nutritional Products GmbH	Germany	100	EUR	1,000
ANH Nutritional Products India Private Limited	India	100	INR	1,528,010
DSM Nutritional Products India Pvt. Ltd.	India	100	INR	33,671
DSM Nutritional Products Mexico SA de CV	Mexico	100	MXN	9,137
DSM-Firmenich Mexico, SA de CV	Mexico	100	MXN	100
DSM Food Specialties B.V.	Netherlands	100	EUR	453
DSM Finance B.V.	Netherlands	100	EUR	1,849,336
DSM Singapore Industrial Pte Ltd	Singapore	100	SGD	200
Animal Nutrition & Health Singapore Industrial Pte Ltd	Singapore	100	USD	4,700
DSM Nutritional Products Iberia SA	Spain	100	EUR	261
DSM Nutritional Products Europe AG	Switzerland	100	CHF	1,000
DSM Nutritional Products AG	Switzerland	100	CHF	50,000
Animal Nutrition & Health Europe AG	Switzerland	100	CHF	100
dsm-firmenich Switzerland AG	Switzerland	100	CHF	100
DNP Nutritional Products (UK) Limited	United Kingdom	100	GBP	369,651
Animal Nutrition & Health, LLC	United States	100	USD	1
DSM Nutritional Products, LLC	United States	100	USD	0.1
DSM Holding Company USA, Inc.	United States	100	USD	1
DSM Biomedical Inc.	United States	100	USD	-
I-Health, Inc.	United States	100	USD	0.1
DSM Food Specialties USA, Inc.	United States	100	USD	0.1
Indirect investees via Firmenich International SA				
Firmenich & Cia. Ltda.	Brazil	100	BRL	478,794
Firmenich Aromatics (China) Co., Ltd.	China	100	USD	83,900
Les Dérivés Résiniques et Terpéniques Sas	France	100	EUR	19,961
Firmenich Aromatics Production (India) Private Limited	India	100	INR	2,322,400
PT Firmenich Indonesia	Indonesia	100	USD	2,500
Firmenich de Mexico S.A. de C.V.	Mexico	100	MXN	104,327
Firmenich Asia Private Ltd.	Singapore	100	SGD	6,000
Firmenich SA	Switzerland	100	CHF	30,000
MG Ingredients Kimya Sanayi Ve Dis Ticaret Anonim Sirketi	Turkey	100	TRY	30,000
Firmenich, Inc.	United States	100	USD	31,350

NOTE 4

Short-term liabilities and payables

Short-term liabilities

In 2024, DSM-Firmenich AG concluded an equity forward contract to purchase one million own shares. This liability was recognized in Short-term liabilities. On April 24, 2025, the Company took delivery of the shares against payment of the forward price of €109 million (CHF 102 million).

Other short-term payables to third parties

On December 31, 2024: €0.1 million (CHF 0.1 million) payable to pension funds is included in Other short-term payables to third parties. On December 31, 2025: the amount payable to pension funds is €0.3 million (CHF 0.2 million).

Other short-term payables to Group companies

Other short-term payables to Group companies mainly comprise in-house cash pool balances.

NOTE 5

Accrued expenses

Accrued expenses are mainly related to the remuneration of key personnel.

NOTE 6

Share capital

On December 31, 2025, the share capital amounted to €2.7 million (CHF 2.5 million), consisting of 265,676,388 ordinary shares (same on December 31, 2024). All DSM-Firmenich AG shares have a nominal value of €0.01 each.

The outstanding shares provide an entitlement of one vote per share at the General Meeting. All rights attached to the Company's shares held by the Group are suspended until those shares are reissued.

On May 6, 2025, the Annual General Meeting approved an amendment to the capital band provision in the Articles of Association allowing the Board of Directors to decrease the share capital within the limit of 90% of the current share capital. Following the share buyback program announced on February 13, 2025, 12,049,441 shares were repurchased for cancellation purposes (refer to Note 8 Forward contracts to repurchase shares / treasury shares). The cancellation is planned for February 2026.

Nominal share capital

in thousand	EUR	Values in CHF
Balance at January 1, 2024	2,657	2,611
Exchange difference	-	(110)
Balance at December 31, 2024	**2,657**	**2,501**
Exchange difference	-	(26)
Balance at December 31, 2025	**2,657**	**2,475**

NOTE 7

Legal capital reserves

On May 6, 2025, the Board of Directors proposed to the Annual General Meeting a dividend distribution of €661 million (CHF 616 million). The Annual General Meeting approved the proposed appropriation of available earnings and Reserves from capital contributions. The total distributed dividend amounted to €659 million (CHF 614 million) and was paid out on May 16, 2025 as follows: €379 million (CHF 353 million) out of the Reserves from capital contributions and €280 million (CHF 261 million) out of available earnings.

Legal capital reserves

in million	EUR	Values in CHF
2024		
– Opening balance January 1, 2024	30,832	28,550
– Exchange difference		469
– Dividend distribution	(414)	(390)
– From reserve for treasury shares	44	42
– Accrued interest on announced buy-out DSM N.V. shares	(4)	(4)
Closing balance at December 31, 2024	**30,458**	**28,667**
Of which:		
– Reserves from capital contributions	22,771	21,432
– Other capital reserves	7,687	7,235
2025		
– Opening balance January 1, 2025	30,458	28,667
– Exchange difference		(298)
– Dividend distribution	(379)	(353)
Closing balance at December 31, 2025	**30,079**	**28,016**
Of which:		
– Reserves from capital contributions	21,392	19,925
– Reserves from capital contributions reserved for cancellation related to the share capital reduction planned for February 2026	1,000	931
– Other capital reserves	7,687	7,160

NOTE 8

Forward contracts to repurchase shares / treasury shares

Forward contracts to repurchase shares

In 2024, DSM-Firmenich AG concluded an equity forward contract to repurchase 1.0 million shares as part of its share repurchase program to cover share plans. On April 24, 2025, the Company took delivery of the shares against payment of the forward price of €109 million (CHF 102 million). The shares were added to the Treasury shares, and the corresponding short-term liability was offset. See also Note 4 Short-term liabilities and payables.

Treasury shares

In 2025, DSM-Firmenich AG repurchased 0.9 million (2024: 0.5 million) shares for an amount of €80 million (CHF 75 million) to fulfill its obligations under share-based compensation plans (2024: €40 million, CHF 38 million). Furthermore, the company repurchased 12.0 million shares for an amount of €1.0 billion (CHF 931 million) in line with its program to buy back shares to reduce its issued share capital.

On December 31, 2025, DSM-Firmenich AG held 14,145,991 treasury shares (end of 2024: 404,185), out of which 12,049,441 shares are reserved for capital reduction. The number of outstanding shares at the end of 2025 is 251,530,397 (2024: 265,272,203).

Treasury shares held by DSM-Firmenich AG

	2025			2024		
	Number of shares	EUR million	CHF million	Number of shares	EUR million	CHF million
January 1	**404,185**	**40**	**37**	**-**	**-**	**-**
Treasury shares increase at maturity of forward contracts to repurchase shares	1,000,000	109	102	-	-	-
Treasury shares repurchased for hedging of share plans	881,355	80	75	404,185	40	38
Treasury shares reissued for vesting of share plans and exercise of stock options	(188,990)	(10)	(10)	-	-	-
Treasury shares repurchased for cancellation purposes	12,049,441	1,000	931	-	-	-
December 31	**14,145,991**	**1,219**	**1,135**	**404,185**	**40**	**38**

NOTE 9
Dividend income

In 2025, dividends were received in the amount of €1,743 million (CHF 1,624 million) from DSM B.V and €350 million (CHF 326 million) from Firmenich International SA.

In 2024, dividends were received from DSM B.V. in the amount of €673 million (CHF 634 million).

NOTE 10
Personnel expenses

Personnel expenses relate mainly to the remuneration of the Members of the Board of Directors and Executive Committee.

	2025		2024	
in million	**EUR**	**Values in CHF**	**EUR**	**Values in CHF**
Board of Directors fees and remuneration	2	2	2	2
Executive Committee remuneration	18	17	26	24
Total	**20**	**19**	**28**	**26**

NOTE 11
Other operating income and expense

Other operating income

Other operating income comprises mainly the recharge of the remuneration of the Business Unit (BU) heads of the Group to the principal entities of these BUs amounting to €11 million (CHF 10 million), and the recharge of corporate costs of €27 million (CHF 25 million) to DSM Services B.V. In 2024, the amounts were €9 million (CHF 8 million) and €28 million (CHF 27 million) respectively.

Other operating expense

Other operating expense mainly includes insurance premiums, audit fees and other consultancy expenses.

NOTE 12
Other finance income and expense

Other finance income and expense relate mainly to interest income and interest expense in relation to the in-house cash pool as well as exchange gains and losses.

NOTE 13

Guarantee obligations

Guarantees issued to third parties in favor of Group companies amount to €16 million (CHF 15 million, 2024: €13 million, CHF 12 million) which include guarantees of €1m issued under a credit facility of €10 million, concluded in 2025 by DSM-Firmenich AG. Guarantees issued to third parties in favor of Joint ventures amount to €1 million (2024: nil)

In 2024, DSM-Firmenich AG, DSM B.V., and Firmenich International SA signed a cross-guarantee agreement to mitigate structural subordination in the Group. The cross-guarantee agreement includes downstream guarantees from DSM-Firmenich AG to DSM B.V. and Firmenich International SA. In addition, there are also upstream guarantees from these two subsidiaries to DSM-Firmenich AG. The guarantees are irrevocable and unconditional, and cover existing and future senior unsecured debt instruments across these entities, including dsm-firmenich's existing senior unsecured bonds. Under this cross-guarantee agreement, DSM-Firmenich AG acts as guarantor for the €4.8 billion (CHF 4.5 billion) bonds issued by dsm-firmenich (2024: €4.5 billion, CHF 4.2 billion), and for the credit facilities concluded in 2024 by DSM B.V. comprising the €1.8 billion (CHF 1.7 billion) revolving credit facility (RCF) and €100 million (CHF 93 million) bilateral revolving credit facility. The €1.0 billion (CHF 0.9 billion) bridge facility included in the guaranteed credit facilities in 2024 was cancelled on March 4, 2025.

PARENT COMPANY FINANCIAL STATEMENTS

Other information

Personnel

The annual average number of full-time employees for the financial year 2025, as well as the previous year, does not exceed 250.

Participation rights granted in 2025

Restricted Share Units (RSUs) are granted to the Members of the Board of Directors, and Performance Share Units (PSUs) to the Members of the Executive Committee. See opposite tables reflecting the grants in the year 2025.

Major shareholders (above 3%)

Shareholders who hold a substantial position in DSM-Firmenich AG should notify this immediately to the Dutch Authority for the Financial Markets (AFM). DSM-Firmenich AG has not received notifications of any new shareholder holding more than 3% of its share capital.

Grant of RSUs to members Board of Directors

		Value at opening price		Fair value (IFRS)	
	Number of RSUs granted	EUR in thousand	Value in CHF in thousand	EUR in thousand	Value in CHF in thousand
Granted in 2025	16,116	1,524	1,419	1,405	1,308
Granted in 2024	13,714	1,454	1,369	1,375	1,294

Grant of PSUs to members Executive Committee

		Value at opening price		Fair value (IFRS)	
	Number of PSUs granted	EUR in thousand	Value in CHF in thousand	EUR in thousand	Value in CHF in thousand
Granted in 2025	86,978	7,955	7,409	7,320	6,818
Granted in 2024	90,286	9,599	9,035	8,875	8,353

PARENT COMPANY FINANCIAL STATEMENTS

Events after the balance sheet date

On February 9, 2026, dsm-firmenich announced it entered into an agreement with CVC Capital Partners to divest its Animal Nutrition & Health business for an enterprise value of about €2.2 billion, which includes an earn-out of up to €0.5 billion. dsm-firmenich will retain a 20% equity stake. The transaction is expected to be completed at the end of 2026 and is subject to conditions including regulatory approvals, the finalization of all required employee consultation processes, and the creation and separation of a standalone Essential Products Company and standalone Solutions Company by dsm-firmenich.

On February 13, 2025, DSM-Firmenich AG launched a share buyback program for an amount of €1 billion and announced its intention to reduce the issued share capital. DSM-Firmenich AG announced the completion of the share buyback program on December 2, 2025. The share capital reduction is planned to be executed by public deed on February 20, 2026, and will lead to the cancellation of 12,049,441 shares.

On February 17, dsm-firmenich successfully launched a €1.5 billion dual-tranche bond issuance, consisting of €750 million 3.00% fixed-rate notes due in 2031, and €750 million 3.75% fixed-rate notes due in 2038. The bonds will be issued by DSM B.V. and guaranteed by DSM-Firmenich AG pursuant to the previously established cross-guarantee structure (see also Note 13 Guarantee obligations). The proceeds of the new bond will be used for refinancing of existing bond maturities.

The re-offer price for the 5-year bond tranche was 99.886%. Based on this price, the yield is 3.025%. The re-offer price for the 12-year bond tranche was 99.100%. Based on this price, the yield is 3.845%. The bonds will be listed on the Luxembourg Stock Exchange.

PARENT COMPANY FINANCIAL STATEMENTS

Appropriation of earnings available for distribution and repayment of reserves from capital contributions

The Board of Directors of DSM-Firmenich AG approved the financial statements on February 19, 2026.

The Board of Directors proposes to the Annual General Meeting a cash dividend of €2.50 per ordinary share for the financial year 2025 (proposed dividend payment of €629 million). Of this total dividend, €1.64 per share (total €411 million) will be paid out of reserves from capital contributions without deduction of any Swiss withholding tax. The remaining €0.86 per share (total €218 million) will be paid out of available earnings and therefore subject to 35% Swiss withholding tax.

The dividend is based on the number of issued and outstanding ordinary shares on May 8, 2026. The ex-dividend date is May 11, 2026, the dividend record date is May 12, 2026, and the payment date is May 19, 2026. These proposals are subject to adoption of the resolution by the Annual General Meeting to be held on May 7, 2026.

The distribution amounts are based on the share capital issued as at December 31, 2025, and may change depending on the number of shares issued and outstanding as at the dividend record date. Treasury shares held by DSM-Firmenich AG or its wholly owned subsidiaries do not receive dividends.

On May 6, 2025, the Annual General Meeting approved an amendment to the capital band provision in the Articles of Association allowing the Board of Directors to decrease the share capital one or several times within the limit of 90% of the current share capital. This authorization will be used to reduce the share capital following the implementation of dsm-firmenich's share buyback program announced on February 13, 2025. The share capital reduction will be executed in 2026, and lead to the cancellation of 12,049,441 shares.

Distribution capacity

in million	EUR December 31, 2025	EUR December 31, 2024
Reserves from capital contributions	21,392	22,771
Reserves from capital contributions reserved for cancellation related to the share capital reduction planned for February 2026	1,000	–
Other capital reserves	7,687	7,687
Legal capital reserves	**30,079**	**30,458**
Non-distributable legal capital reserves	(1,001)	(1)
Legal capital reserves available for distribution	**29,078**	**30,457**
Profit brought forward	4,009	3,622
(Loss)/Profit for the year	(527)	667
Available earnings	**3,482**	**4,289**
Forward contracts to repurchase shares	–	(109)
Treasury shares	(219)	(40)
Available earnings for distribution	**3,263**	**4,140**
Total legal capital reserves and available earnings for distribution	**32,341**	**34,597**

The Board of Directors proposes the following repayment of reserves from capital contributions:

in million	EUR December 31, 2025	EUR December 31, 2024
Proposed repayment of reserves from capital contributions	411	380
Reserves from capital contributions to be carried forward	20,981	22,391
Total	**21,392**	**22,771**

The Board of Directors proposes the following dividend from available earnings:

in million	EUR December 31, 2025	EUR December 31, 2024
Proposed dividend payment out of available earnings	218	281
Available earnings to be carried forward	3,264	4,008
Total	**3,482**	**4,289**

PARENT COMPANY FINANCIAL STATEMENTS

Statutory Auditor's report

Report of the statutory auditor to the General Meeting of DSM-Firmenich AG, Kaiseraugst

Report on the audit of the financial statements

Opinion

We have audited the financial statements of DSM-Firmenich AG (the Company), which comprise the balance sheet as at 31 December 2025, and the income statement for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements (pages 301 to 312) comply 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 financial statements' 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 that are relevant to audits of the financial statements of public interest entities. We have also 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.

Our audit approach

Overview

Overall materiality: EUR 90 million

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the financial statements as a whole, taking into account the structure of the Company, the accounting processes and controls, and the industry in which the Company operates.

As key audit matter the following area of focus has been identified:

- Valuation of Investments

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Materiality

The scope of our audit was influenced by our application of materiality. Our audit opinion aims to provide reasonable assurance that the financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall materiality for the financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate, on the financial statements as a whole.

Overall materiality	EUR 90 million
Benchmark applied	Total assets
Rationale for the materiality benchmark applied	We selected total assets as the benchmark because, in our view, it is the measure most commonly used to assess the performance of the Company, which primarily holds investments in Group entities, and it is a generally accepted benchmark for holding companies.

Audit scope

We designed our audit by determining materiality and assessing the risks of material misstatement in the financial statements. In particular, we considered where subjective judgements were made; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of management override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

2 Report of the statutory auditor to the General Meeting of DSM-Firmenich AG, Kaiseraugst

PARENT COMPANY FINANCIAL STATEMENTS

Statutory Auditor's report

pwc

Valuation of Investments

Key audit matter	How our audit addressed the key audit matter
The Company carries investments of EUR 32.9 billion (CHF 30.6 billion) as at 31 December 2025. The investments mainly consist of the direct equity shares in DSM B.V. and in Firmenich International SA and are measured at acquisition cost less impairment, if any. In determining whether the valuation of the investments is appropriate or not, management compares the recoverable amount with the carrying value. For the Animal Nutrition & Health (ANH) business the amount of the expected proceeds less cost of disposal has been used as the recoverable amount, as a Sale and Purchase Agreement has been signed with a third party. Based on the expected proceeds less cost of disposal from the ANH divestment, the Company recognised an impairment of EUR 2.6 billion (CHF 2.4 billion) for the year ended 31 December 2025. We considered the valuation of investments as a key audit matter because of the magnitude of the investments' balance and the significant judgement involved in management's estimate when determining the recoverable amount including the forward-looking assumptions applied by management, and the judgement in assessing the recoverable amount, excluding the ANH business, particularly in the context of the Company's discounted cash flow model prepared for the valuation. Please refer to Note 3 "Investments".	We assessed the valuation of the investments by performing the following audit procedures: • We compared the market capitalisation with the book value of the shareholders' equity of DSM-Firmenich AG. • We reviewed the ANH Sale and Purchase Agreement. • We analysed management's business plan for plausibility with the support of valuation experts. • We verified the Company's underlying valuation model regarding the projected future cash flows, profit margins, capital expenditures and working capital requirements as well as the applied discount rate, long-term growth rate and the projection period to determine the recoverable amount, excluding ANH, with the support of valuation experts. • We compared the results of management's valuation of the recoverable amount against the corresponding book value of the investments and assessed the completeness and appropriateness of the recorded impairment. • We assessed the reasonableness of the investments' presentation and related disclosures in the financial statements.

Other matter

The financial statements for the year ended 31 December 2024 were audited by another statutory auditor who expressed an unmodified opinion on those financial statements on 27 February 2025.

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 financial statements, the consolidated financial statements, the compensation report and our auditor's reports thereon.

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements 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 financial statements

The Board of Directors is responsible for the preparation of financial statements 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 financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are 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 these financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, 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.
- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions

PARENT COMPANY FINANCIAL STATEMENTS

Statutory Auditor's report

pwc

that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

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 communicate with them regarding 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.

From the matters communicated with the Board of Directors or its relevant committee, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on other legal and regulatory requirements

In accordance with article 728a para. 1 item 3 CO and PS-CH 890, we confirm the existence of an internal control system that has been designed, pursuant to the instructions of the Board of Directors, for the preparation of the financial statements.

Based on our audit according to article 728a para. 1 item 2 CO, we confirm that the Board of Directors' proposals comply with Swiss law and the Company's articles of incorporation. We recommend that the financial statements submitted to you be approved.

PricewaterhouseCoopers AG

Christopher Vohrer
Licensed audit expert
Auditor in charge

Ennèl van Eeden
Global Client Service Partner

Basel, 19 February 2026

Other information

OTHER INFORMATION

dsm-firmenich figures: five-year summary

Balance sheet

in € million	2025	2024	2023	2022	2021
Assets					
Goodwill and intangible assets	15,384	18,078	18,738	5,147	5,309
Property, plant and equipment	4,174	5,725	5,549	3,576	3,964
Deferred tax assets	227	299	228	95	203
Share in associates and joint ventures	199	342	130	61	64
Derivatives	60	51	46	82	48
Other non-current assets	408	453	735	314	302
Non-current assets	**20,452**	**24,948**	**25,426**	**9,275**	**9,890**
Inventories	2,121	3,290	3,390	2,339	2,297
Current receivables	2,099	2,769	2,843	1,622	1,697
Derivatives	41	23	42	42	30
Financial investments	121	50	107	125	489
Cash and cash equivalents	1,782	2,667	2,456	2,755	1,561
Assets held for sale	2,729	-	6	1,245	56
Current assets	**8,893**	**8,799**	**8,844**	**8,128**	**6,130**
Total assets	**29,345**	**33,747**	**34,270**	**17,403**	**16,020**
Equity and liabilities					
Shareholders' equity	18,244	22,511	22,908	10,743	9,318
Non-controlling interests	179	186	162	102	79
Equity	**18,423**	**22,697**	**23,070**	**10,845**	**9,397**
Deferred tax liabilities	1,351	1,556	1,751	476	490
Employee benefit liabilities	193	487	520	287	323
Provisions	52	87	142	50	96
Borrowings	3,617	4,444	4,114	2,978	2,995
Derivatives	14	7	8	4	9
Other non-current liabilities	102	109	146	205	280
Non-current liabilities	**5,329**	**6,690**	**6,681**	**4,000**	**4,193**
Employee benefits liabilities	12	62	49	5	21
Provisions	51	77	34	45	68
Borrowings	1,660	836	716	86	103
Derivatives	14	60	28	23	40
Current liabilities	2,450	3,325	3,684	1,969	2,188
Liabilities held for sale	1,406	-	8	430	10
Current liabilities	**5,593**	**4,360**	**4,519**	**2,558**	**2,430**
Total equity and liabilities	**29,345**	**33,747**	**34,270**	**17,403**	**16,020**

Income statement

in € million	2025	2024	2023	2022	2021
Net sales	12,521	12,799	11,015	10,480	9,468
Net sales from continuing operations	9,034	9,054	10,627	8,390	7,269
Adjusted EBITDA[1]	2,279	2,118	1,441	1,725	1,842
EBITDA	2,245	1,991	3,637	2,646	2,370
Adjusted operating profit (EBIT)[1]	1,114	926	428	1,071	1,167
Operating profit (EBIT)	(877)	561	2,330	1,994	1,689
Operating profit (EBIT) from continuing operations	711	547	(497)	682	711
Financial income and expense	(153)	(134)	(151)	(94)	(106)
Income tax expense	98	(147)	(19)	(190)	(245)
Share of the profit (loss) of associates and joint ventures	(107)	-	(7)	5	342
Net profit (loss) for the year	**(1,039)**	**280**	**2,153**	**1,715**	**1,680**
Net profit attributable to non-controlling interests	(42)	(30)	(16)	(15)	(4)
Net profit (loss) available to equity holders of the parent company	**(1,081)**	**250**	**2,137**	**1,700**	**1,676**
Dividend on CumPref shares and interest on hybrid bonds	(26)	(28)	(6)	(6)	(6)
Net profit (loss) available to holders of ordinary shares	**(1,107)**	**222**	**2,131**	**1,694**	**1,670**
Key figures and financial ratios					
Capital employed	21,307	26,474	26,766	11,473	11,019
Capital expenditure:					
- Intangible assets and Property, plant and equipment	840	830	700	636	614
- Acquisitions	-	-	14,569	77	754
Disposals	1,104	184	3,559	1,413	1,941
Depreciation, amortization and impairments	3,122	1,430	1,307	652	681
Net debt	(3,301)	(2,556)	(2,215)	(87)	(1,019)
Dividend	718	667	582	167	438
Workforce at December 31, headcount	28,550	28,214	29,301	20,682	21,358
Financial ratios[1]					
Current assets / current liabilities	1.59	2.02	1.96	3.15	2.52
Equity / total assets	0.63	0.67	0.67	0.62	0.59
Gearing (net debt / equity plus net debt) in %	15.2%	10.1%	8.8%	0.8%	9.7%
Adjusted EBITDA / net sales in %	18.2%	16.5%	13.1%	16.5%	19.5%
Adjusted EBITDA / financial income and expense	14.9	15.8	12.3	20.1	17.4

1. In presenting and discussing dsm-firmenich's financial position, operating results and cash flows, dsm-firmenich uses certain Alternative Performance Measures (APMs) not defined by IFRS. These APMs are used because they are an important measure of dsm-firmenich's business development and management performance. A full reconciliation of IFRS performance measures to the APMs is given in Note 2 Alternative performance measures.

Sustainability information – Environmental

	2025	2024	2023	2022 [1]	2021
Greenhouse gas emissions Scope 1, 2 & 3 (x 1,000 tonnes)					
Gross Scope 1 CO2e emission	582	605.7	606.6	–	–
– Emissions from regulated emissions trading schemes	245	268.0	286.0	–	–
Total Scope 2 CO2e emissions – Market-based	140.0	169.7	308.8	–	–
Total Scope 2 CO2e emissions – Location-based	464.3	476.9	602.3	–	–
Total biogenic CO2 emissions from combustion of biofuels	33.0	34.4	66.0	–	–
Scope 3 CO2e emissions	10,280.1	10,649.5	10,459.7	–	–
Total CO2e emissions – market based	11,001.8	11,424.9	11,375.1	–	–
Total CO2e emissions – location based	11,326.1	11,720.8	11,668.6	–	–
Energy Consumption (MWh)					
Total (net) energy consumption	4,698,200	4,753,800	5,365,400	–	–
Total renewable electricity consumption	1,256,000	1,144,700	1,155,500	–	–
				–	–
Water withdrawal, discharge and consumption (x 1,000 m3)				–	–
Total water withdrawal (m3)	100,350	103,600	104,400	–	–
Total freshwater withdrawals	82,500	86,200	82,900	–	–
Total water consumption	5,400	5,300	5,800	–	–
Total water discharged	94,800	98,250	98,600	–	–
Waste (tonnes)					
Total non-hazardous waste	259,300	237,200	– [2]	–	–
Total hazardous waste	92,800	94,700	– [2]	–	–
Total recycled waste (hazardous and non-hazardous)	91,100	119,900	129,700	–	–
Emissions to air					
Volatile Organic Compounds (VOC)	2,500	2,400	2,700	–	–
Nitrogen oxide (NO_x)	350	500	600	–	–
Sulfur dioxide (SO_2)	15	20	20	–	–
Emissions to water					
Chemical Oxygen Demand (COD) [1]	3,600	3,000	2,600	–	–
Nitrogen	420	450	– [2]	–	–
Phosphorus	150	150	– [2]	–	–

1 Sustainability information was not reported at dsm-firmenich before 2023
2 First year of reporting

Sustainability information – Suppliers

	2025	2024	2023	2022 [1]	2021
Spend coverage with transparency platforms	80.5%	68.2%	58%		
Average EcoVadis score	67.6	59.7	57.0	–	–
Spend coverage by suppliers with SBTi – validated targets	36.2%	27.9%	17%	–	–
Training delivered to suppliers with human rights identified gaps	79%	49%	– [2]	–	–
Procurement members trained on responsible sourcing	100%	100%	– [2]	–	–
Naturals sourcing program completion rate	48%	– [2]	–	–	–

1 Sustainability information was not reported at dsm-firmenich before 2023
2 First year of reportingSustainability information – Social

Sustainability information – Social

	2025	2024	2023	2022 [1]	2021
Workforce	28,550	28,214	29,301	–	–
Male	18,132	17,968	18,487	–	–
Female	10,406	10,242	10,811	–	–
Not disclosed / Unknown	12	4	3	–	–
Workforce by age category					
<30 years	4,149	4,276	3,961	–	–
30-50 years	17,718	17,401	16,763	–	–
>50 years	6,683	6,537	6,504	–	–
Non-integrated acquisitions	1,567	1,586	2,042	–	–
% females	36.4%	36.3%	36.9%	–	–
Executives	31.7%	31.3%	34.4%	–	–
Management	68.3%	43.1%	37.4%	–	–
Other	0.0%	32.3%	36.0%	–	–
Compensation-related metrics				–	–
Employees paid below benchmark	0	0	– [2]	–	–
Unadjusted Gender pay gap	-8.2%	-6.1%	– [2]	–	–
Adjusted gender pay gap	3.3%	– [2]	–	–	–
Remuneration ratio	86.7	71.7	– [2]	–	–
Employee engagement survey					
Employee engagement (%)	80%	79%	82%	–	–
Inclusion index (%)	71%	67%	– [2]	–	–
Participation rate (%)	90%	85%	59%	–	–
Safety					
Total recordable incident rate (TRIR) - all	0.26	0.24	0.31	–	–
Process safety incident rate	0.30	0.31	0.28	–	–
Occupational health rate - all	0.10	0.11	0.14	–	–
Other People indicators					
Employees covered by formally-elected employee representatives or collective agreement (%)	43%	43%	– [2]	–	–

1 Sustainability information was not reported at dsm-firmenich before 2023
2 First year of reporting

OTHER INFORMATION

Concepts and ratios

The following pages contain explanations for the many terms, concepts, ratios, and other definitions used in this Report. More information can be found on our corporate website at dsm-firmenich.com.

1) General

Biosciences

Biosciences are any of the sciences that deal with living organisms.

Business Partners

Business Partners enable excellence and efficiency, by partnering with the Group and the Business Units, helping them to deliver on their ambitions and serve their customers. In addition, the Business Partners will drive excellence with shared centers of expertise, to bring differentiated capabilities to our company.

Category of One

Our ambition is to be more than just a merger of two brilliant companies, each with its own incredible talent and history, but to be seen as a Category of One, unique in the world, and something that our customers and stakeholders are proud to be a part of.

Integrated Reporting <IR> Framework – value creation model

The value creation model is based on the International Integrated Reporting Council's Integrated Reporting <IR> Framework and gives an overview of how we create value for our stakeholders based on six capital inputs.

- Human capital
- Societal & relationship capital
- Natural capital
- Financial capital
- Intellectual capital
- Manufactured capital

Plant-forward

A trend descriptor coined by Innova Market Insights in 2021 to signal the plant-based foods category's push toward broader consumer appeal and expansion into more market categories and regions of the world.

2) Sustainability

Bio-based

Bio-based refers to a material that is derived from a biological source, i.e., a living organism. This includes, but is not limited to, materials derived from plants, animals and fungi.

Circular economy

Circular economy refers to an economy that is restorative and in which materials flows are of two types: biological nutrients, designed to re-enter the biosphere safely, and technical nutrients, which are designed to circulate at high quality without entering the biosphere throughout their entire lifecycle.

Chemical Oxygen Demand

Chemical Oxygen Demand (COD) is an indicator of the degree of pollution of wastewater by organic substances.

Continuing operations

Continuing operations is defined as the total dsm-firmenich group excluding discontinued operations as defined in note 3 'Change in the scope of consolidation' to the consolidated financial statements.

(D)IRO

Dependencies, Impacts, Risks and Opportunities are defined and assessed to identify sustainability matters, or specifically in the nature space, nature pressures

Eco-efficiency

Eco-efficiency is a concept (created in 1992 by the World Business Council for Sustainable Development (WBCSD)) that refers to the creation of more goods and services while using fewer resources and creating less waste and pollution throughout their entire life cycle.

Energy

- Primary energy: Is energy that has not yet been subjected to a human engineered conversion process. It is the energy contained in unprocessed fuels.
- Final (consumed) energy: Is energy consumed by end-users. The difference between primary energy and final consumed energy is caused by the conversion process between the two as well as any transmission losses.

Equal pay and gender pay gap

Equal pay is a legal requirement for men and women to be paid the same for performing the same or similar work or work that has been rated as being of equal value (by job evaluation). The gender pay gap zooms in on the difference between what men typically earn overall in an organization compared to women, irrespective of their role or seniority.

ESRS

The European Sustainability Reporting Standards (ESRS) have been developed to strengthen the consistency, comparability, and reliability of sustainability reporting across the European Union. The ESRS were adopted by the European Commission under the Corporate

Sustainability Reporting Directive (CSRD). They establish mandatory reporting requirements for companies within scope, covering environmental, social, and governance matters. The ESRS are designed to ensure that organizations provide transparent, standardized, and decision-useful information on the impacts, risks, and opportunities related to their activities. These standards support enhanced accountability and enable stakeholders to better assess sustainability performance and long-term value creation.

Frequency index (Safety)

The Frequency Index is a way to measure safety performance. The number of accidents of a particular category per 100 employees per year.

- Total Recordable Incident Rate: The Total Recordable Incident Rate (TRIR) is the number of recordable injuries per 100 dsm-firmenich employees and contractor employees in the past 12 months. The 'TRIR-own' refers only to dsm-firmenich employees. TRIR rate = 100 * (# of recordable incidents (past 12 months) / average effective manpower (past 12 months))
- Process Safety Incidents: The Process Safety Incidents (PSI) rate is the number of Process Safety Incidents per 100 dsm-firmenich employees and contractor employees in the past 12 months. PSI rate = 100 * (# of PSIs (past 12 months) / average effective manpower (past 12 months))
- Occupational health: The occupational health rate is the number of occupational health cases per 100 dsm-firmenich employees and contractor employees in the past 12 months. REC rate = 100 * (# of health cases (past 12 months) / average effective manpower (past 12 months))

Global South

The term Global South is used to describe countries whose economies are not yet fully developed and which face challenges such as low per capita income, excessive unemployment, and a lack of valuable capital. These countries are located largely in the southern hemisphere.

Greenhouse gas emissions

dsm-firmenich applies the Greenhouse Gas Protocol, which defines greenhouse gas emissions (GHG) as "atmospheric gases that absorb and emit radiation within the thermal infrared range and that contribute to the greenhouse effect and global climate change." We report GHGs based on their global warming potential over 100 years in carbon dioxide equivalent (CO_2e).

- Scope 1, Direct GHG emissions: Occur from sources owned or controlled by the company (i.e., emissions from combustion in owned or controlled boilers, furnaces, vehicles, etc.).
- Scope 2, Indirect GHG emissions Relate to the generation of purchased energy (i.e., electricity, heat or cooling) consumed by the company. Purchased energy is defined as energy that is purchased or otherwise brought into the organizational boundary of the company. Scope 2 emissions physically occur at the facility where the energy is generated.
- Market-based emissions reflect GHG emissions from electricity supplies (Scope 2) that companies have purposely chosen (or their lack of choice) and contracted. Corresponding emission factors:
- Supplier specific emission factor: Provided by the supplier
- Residual emission factor: Country-based grid factor, corrected for allocated purchased electricity from renewable resources
- Scope 3 emissions: All indirect emissions (not included in Scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions.
- Net-zero emissions: The Intergovernmental Panel on Climate Change (IPCC) states: "net-zero emissions are achieved when anthropogenic emissions of greenhouse gases to the atmosphere are balanced by anthropogenic removals over a specified period. Where multiple greenhouse gases are involved, the quantification of net-zero emissions depends on the climate metric chosen to compare emissions of different gases (such as global warming potential, global temperature change potential, and others, as well as the chosen time horizon)."

GRI

The Global Reporting Initiative (GRI) has developed Sustainability Reporting Guidelines that strive to increase the transparency and accountability of economic, environmental, and social performance. The GRI was established in 1997 in partnership with the UN Environment Programme. It is an international, multi-stakeholder and independent institution whose mission is to develop and disseminate globally applicable Sustainability Reporting Guidelines. These Guidelines are for voluntary use by organizations for reporting on the economic, environmental, and social dimensions of their activities, products and services.

Guarantee of origin

A guarantee of origin (GO)is defined in EU Directive 2009/28/EC as "an electronic document which has the sole function of providing proof to a final customer that a given share or quantity of energy was produced from renewable sources as required by Article 3(6) of Directive 2003/54/EC." The requirements of a GO are explained in Article 15 of the same Directive.

Living wage

The remuneration received for a standard working time by an employee in a particular place sufficient to afford a decent standard of living for the employee and his/her family. Elements of a decent standard of living include food, water, housing, education, healthcare, transport, clothing, and other essential needs, including provision for unexpected events.

Loss of Primary Containment (LOPC)

Loss of Primary Containment is an unplanned or uncontrolled release of material from the container in direct contact with the material.

Mass-balance

Mass-balance accounting is a well-known approach that has been designed to trace the flow of materials through a complex value chain. The mass-balance approach provides a set of rules for how to allocate the bio-based and/or recycled content to different products to be able to claim and market the content as 'bio'-based or 'recycled'-based.

NOx

Nitrogen oxides. These gases are released mainly during combustion.

Renewable resource

A natural resource which is replenished by natural processes at a rate comparable to, or faster than, its rate of consumption by humans or other users. The term covers perpetual resources such as solar radiation, tides, winds and hydroelectricity as well as fuels derived from organic matter (bio-based fuels).

Safety, Health and Environment (SHE)

Our policy is to maintain business activities and produce products that do not adversely affect safety or health, and that fit with the concept of sustainable development. We do this by setting the following objectives:

- to provide an injury-free and incident-free workplace;
- to prevent all work-related disabilities or health problems;
- to control and minimize the risks associated with our products for their whole life cycle
- to choose production processes and products such that the use of raw materials and energy is minimized; to evaluate and improve our practices, processes and products continuously in order to make them safe and acceptable to its employees, the customers, the public and the environment.

SOx

Sulfur oxide. This gas is formed during the combustion of fossil fuels.

VOC

Volatile organic compounds. The term covers a wide range of chemical compounds, such as organic solvents, some of which can be harmful.

Water use and water consumption

Water use includes water used for 'once-through cooling' that is returned to the original water source after use. Water consumption is the portion of water used that is not returned to the original water source after being withdrawn.

3) Financial

This Report includes both information that is presented in accordance with IFRS as issued by the International Accounting Standards Board and Alternative Performance Measures (APMs).

Alternative Performance Measures (APMs)

In presenting and discussing our financial position, operating results and net results, management uses certain other alternative performance measures (APMs) not defined by IFRS. To arrive at these APMs, adjustments are made for material items of income and expense arising from circumstances such as acquisitions and divestments, restructuring, impairments, and other events (i.e., APM adjustments). For an overview of the APMs and the reconciliations to the most directly reconcilable IFRS metric, please see Note 2 Alternative performance measures to the Consolidated Financial Statements. In calculating financial profitability ratios, use is made of the average of the opening and closing values of balance sheet items in the year under review.

Capital expenditures

Capital expenditures (CAPEX) include all investments in intangible assets and property, plant and equipment.

Disposals

The total of the carrying amount of intangible assets and property, plant and equipment, inventories, trade receivables and other receivables, less trade payables, other current liabilities, investment grants and customer funding disposed of.

Earnings per share

Net profit available to holders of ordinary shares, divided by the weighted average number of ordinary shares outstanding. The financial indicators per ordinary share are calculated on the basis of the average number of ordinary shares outstanding (average daily number). In calculating Shareholders' equity per ordinary share, however, the number of shares outstanding at year-end is used.

Liquidity event

A major financial transaction, such as an IPO, merger, or acquisition, that allows investors, founders, and employees to convert their illiquid shares (ownership in a private company) into cash or publicly traded stock to realize the monetary value of their equity.

Net debt

Net debt is the total of current and non-current borrowings less cash and cash equivalents, current investments and the net position of derivatives.

Operating working capital
The total of inventories and trade receivables, less trade payables. See also Working capital.

Organic sales growth

Organic sales growth is the sales growth excluding the impact of acquisitions, divestments, and currency impacts.

R&D expenditure

R&D expenditure relates to all efforts done across the company to develop new products or improve existing products and processes. As such, R&D expenditure includes all costs and capitalized expenditures that relate to Research & Development, as well as costs incurred by other departments to support R&D activities.

Sales to cash conversion

Sales to cash conversion is the adjusted gross operating free cash flow (AGOFCF) as a percentage of net sales.

Total Shareholder Return

Total Shareholder Return (TSR) is capital gain plus dividend paid.

Working capital

The total of inventories and current receivables, less current payables. See also Operating working capital.

OTHER INFORMATION

Abbreviations

This report may contain certain terms and abbreviations unfamiliar to certain international readers. The following section provides a list of key abbreviations we use.

ADR	American Depositary Receipts
AFM	*Autoriteit Financiële Markten* (The Dutch Authority for the Financial Markets)
AGM	Annual General Meeting
AGOFCF	Adjusted Gross Operating Free Cash Flow
AI	Artificial Intelligence
AIF	Africa Improved Foods
ANH	Animal Nutrition & Health
APAC	Asia-Pacific
API	Active Pharmaceutical Ingredient
APM	Alternative Performance Measures
ATP	Adenosine Triphosphate
BfN	Business for Nature
BRL	Brazilian Real
BU	Business Unit
CAD	Canadian Dollar
CAGR	Compound Annual Growth Rate
CAPEX	Capital Expenditure
CBD	Convention on Biological Diversity
CDC	Commonwealth Development Corporation (British International Investment)
CDP	Carbon Disclosure Project
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CGU	Cash Generating Unit
CHF	Swiss Franc
CHRO	Chief Human Resources Officer
CLP	Classification, Labelling and Packaging Regulation
CO_2e	Carbon Dioxide Equivalent
COD	Chemical Oxygen Demand
CODM	Chief Operating Decision Maker
COSO	The Committee of Sponsoring Organizations of the Treadway Commission
CPO	Chief Procurement Officer
CSD	Central Security Depository
CSO	Chief Sustainability Officer
CSRD	Corporate Sustainability Reporting Directive
CTAP	Climate Transition Action Plan
DCC	Dutch Civil Code
DE&I	Diversity, Equity & Inclusion
DHA	Docosahexaenoic Acid
(D)IRO	(Dependency,) Impact, Risk and Opportunity
DNP	DSM Nutritional Products
DSFIR	dsm-firmenich, as listed on Euronext Amsterdam
EBIT	Earnings Before Interest and Taxes
EBITDA	Earnings Before Interest, Taxes, Depreciation and Amortization
ECL	Expected Credit Loss
ECP	Euro Commercial Paper
EFSA	European Food Safety Authority
EPA	Eicosapentaenoic Acid
EPD	Environmental Product Declaration
EPP	European People's Party
EPS	Earnings Per Share
ERM	Enterprise Risk Management
ERT	European Round Table for Industry
ESG	Environmental, Social and Governance
ESRS	European Sustainability Reporting Standards
EUDR	European Union Deforestation Regulation
ExCo	Executive Committee
F&F	Flavors & Fragrances
FCLT	Focusing Capital on the Long Term
FEMA	Flavor Extract Manufacturers' Association
FIFO	First In, First Out
FMO	*De Nederlandse Financierings-maatschappij voor Ontwikkelingslanden* (Dutch Entrepreneurial Development Bank)
FSC	Forest Stewardship Council
FVOCI	Fair Value through Other Comprehensive Income
Fx	Foreign Exchange
G&A	General & Administrative
GBF	Global Biodiversity Framework
GHG	Greenhouse Gas
GMP	Good Manufacturing Practice
GMT	Global Management Team
GNC	Governance & Nomination Committee
GO	Guarantee of Origin
GRI	Global Reporting Initiative
HMO	Human Milk Oligosaccharides
HNC	Health, Nutrition & Care
HR	Human Resources
IAS	International Accounting Standards
IASB	International Accounting Standards Board

ICF	Incremental Cash Flows
IFC	International Finance Corporation
IFRS	International Financial Reporting Standards
IIGCC	Institutional Investors Group on Climate Change
ILO	International Labour Organisation
IMD	International Institute for Management Development
IP	Intellectual Property
IPCC	Intergovernmental Panel on Climate Change
IPO	Initial Public Offering
IR	Integrated Reporting
IRO	Impact, risk, and opportunity
ISDA	International Swaps and Derivatives Association
ISSB	International Sustainability Standards Board
KPI	Key Performance Indicator
LCA	Life Cycle Assessment
LGBTIQ+	Lesbian, Gay, Bisexual, Transgender, Intersex and Queer and other
LNnT	Lacto-N-neotetraose
LPP/BVG	Swiss Federal Law on Occupational Retirement, Survivors and Disability
LSFF	Large-Scale Food Fortification
LT	Leadership Team
LTI	Long-Term Incentive
M&A	Mergers and Acquisitions
MEEM	Multi-period Excess Earnings Method
MMS	Multiple Micronutrient Supplement
MNP	Micronutrient Powder
MSC	Marine Stewardship Council
NIS 2	Directive (EU) 2022/2555 of the European Parliament and of the Council of 14 December 2022 on measures for a high common level of cybersecurity across the Union
NCI	Non-Controlling Interests
NGO	Non-Governmental Organization
OCI	Other Comprehensive Income
OECD	Organisation for Economic Co-operation and Development
P&B	Perfumery & Beauty
PEF	Product Environmental Footprint
PEFC	Program for the Endorsement of Forest Certification
PFS	Partners in Food Solutions
P.P.	Percentage Point
PPA	Purchase Price Allocation; also Power Purchase Agreement
PPE	Personal Protective Equipment; also Property, Plant and Equipment
PSU	Performance Share Unit
RCF	Revolving Credit Facility
RCP	Representative Concentration Pathways
RE	Renewable Electricity
RfR	Relief-from-Royalty
ROCE	Return on Capital Employed
RoSPA	Royal Society for the Prevention of Accidents
RSPO	Roundtable for Sustainable Palm Oil
RSU	Restricted Share Unit
SAL	Sight and Life
SBC	Social Behavior Change
SBT	Science Based Target
SBTi	Science Based Targets initiative
SBTN	Science Based Targets Network
SDG	Sustainable Development Goal
SEDEX	Supplier Ethical Data Exchange
SFDR	Sustainable Finance Disclosure Regulation
SFE	Supercritical Fluid Extraction
SHE	Safety, Health and Environment
SILC	Stanford Interdisciplinary Lifesciences Council
SMETA	Sedex Members Ethical Trade Audit
SOC/SVHC	Substance of (Very High) Concern
SoD	Segregation of Duties
SPF	Sun Protection Factor
SPPI	Solely Payments of Principal & Interest
SQLNS	Small Quantity Lipid-Based Nutrient Supplements
SSP	Shared Socioeconomic Pathways
STI	Short-Term Incentive
TCFD	Taskforce on Climate-related Financial Disclosures
TfS	Together for Sustainability
TNFD	Taskforce on Nature-related Financial Disclosures
TRIR	Total Recordable Incident Rate
TSR	Total Shareholder Return
TTH	Taste, Texture & Health
UEBT	Union for Ethical BioTrade
UN	United Nations
UNGP	United Nations Guiding Principle
VAT	Value Added Tax
WBCSD	World Business Council for Sustainable Development
WEF	World Economic Forum
WFP	World Food Programme
WRI	World Resource Institute
WWF	Worldwide Fund for Nature

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