

Other information



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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 ratios¹						
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 2023² First year of reporting**Sustainability information – Suppliers**

	2025	2024	2023	2022 ¹	2021
Spend coverage with transparency platforms					
Average EcoVadis score	80.5%	68.2%	58%	-	-
Spend coverage by suppliers with SBTi – validated targets	67.6	59.7	57.0	-	-
Training delivered to suppliers with human rights identified gaps	36.2%	27.9%	17%	-	-
Procurement members trained on responsible sourcing	79%	49%	- ²	-	-
Naturals sourcing program completion rate	100%	100%	- ²	-	-
	48%	- ²	-	-	-

¹ Sustainability information was not reported at dsm-firmenich before 2023² First year of reporting Sustainability information – Social

**Sustainability information – Social**

	2025	2024	2023	2022 ¹	2021
Workforce					
Male	28,550	28,214	29,301	-	-
Female	18,132	17,968	18,487	-	-
Not disclosed / Unknown	10,406	10,242	10,811	-	-
	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					
Executives	36.4%	36.3%	36.9%	-	-
Management	31.7%	31.3%	34.4%	-	-
Other	68.3%	43.1%	37.4%	-	-
	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 2023² First year of reporting



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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 = $100 * (\# \text{ of recordable incidents (past 12 months) / average effective manpower (past 12 months) })$
- **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 = $100 * (\# \text{ of PSIs (past 12 months) / average effective manpower (past 12 months) })$
- **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 = $100 * (\# \text{ of health cases (past 12 months) / average effective manpower (past 12 months) })$

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 (CO₂e).

- **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)."

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.

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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 Depository Receipts	CHF	Swiss Franc	ERM	Enterprise Risk Management
AFM	<i>Autoriteit Financiële Markten</i> (The Dutch Authority for the Financial Markets)	CHRO	Chief Human Resources Officer	ERT	European Round Table for Industry
AGM	Annual General Meeting	CLP	Classification, Labelling and Packaging Regulation	ESG	Environmental, Social and Governance
AGOFCF	Adjusted Gross Operating Free Cash Flow	CO ₂ e	Carbon Dioxide Equivalent	ESRS	European Sustainability Reporting Standards
AI	Artificial Intelligence	COD	Chemical Oxygen Demand	EUDR	European Union Deforestation Regulation
AIF	Africa Improved Foods	CODM	Chief Operating Decision Maker	ExCo	Executive Committee
ANH	Animal Nutrition & Health	COSO	The Committee of Sponsoring Organizations of the Treadway Commission	F&F	Flavors & Fragrances
APAC	Asia-Pacific	CPO	Chief Procurement Officer	FCLT	Focusing Capital on the Long Term
API	Active Pharmaceutical Ingredient	CSD	Central Security Depository	FEMA	Flavor Extract Manufacturers' Association
APM	Alternative Performance Measures	CSO	Chief Sustainability Officer	FIFO	First In, First Out
ATP	Adenosine Triphosphate	CSRD	Corporate Sustainability Reporting Directive	FMO	<i>De Nederlandse Financierings-maatschappij voor Ontwikkelingslanden</i> (Dutch Entrepreneurial Development Bank)
BfN	Business for Nature	CTAP	Climate Transition Action Plan	FSC	Forest Stewardship Council
BRL	Brazilian Real	DCC	Dutch Civil Code	FVOCI	Fair Value through Other Comprehensive Income
BU	Business Unit	DE&I	Diversity, Equity & Inclusion	Fx	Foreign Exchange
CAD	Canadian Dollar	DHA	Docosahexaenoic Acid	G&A	General & Administrative
CAGR	Compound Annual Growth Rate	(D)IRO	(Dependency,) Impact, Risk and Opportunity	GBF	Global Biodiversity Framework
CAPEX	Capital Expenditure	DNP	DSM Nutritional Products	GHG	Greenhouse Gas
CBD	Convention on Biological Diversity	DSFIR	dsm-firmenich, as listed on Euronext Amsterdam	GMP	Good Manufacturing Practice
CDC	Commonwealth Development Corporation (British International Investment)	EBIT	Earnings Before Interest and Taxes	GMT	Global Management Team
CDP	Carbon Disclosure Project	EBITDA	Earnings Before Interest, Taxes, Depreciation and Amortization	GNC	Governance & Nomination Committee
CEO	Chief Executive Officer	ECL	Expected Credit Loss	GO	Guarantee of Origin
CFO	Chief Financial Officer	ECP	Euro Commercial Paper	GRI	Global Reporting Initiative
CGU	Cash Generating Unit	EFSA	European Food Safety Authority	HMO	Human Milk Oligosaccharides
		EPA	Eicosapentaenoic Acid	HNC	Health, Nutrition & Care
		EPD	Environmental Product Declaration	HR	Human Resources
		EPP	European People's Party	IAS	International Accounting Standards
		EPS	Earnings Per Share	IASB	International Accounting Standards Board



ICF	Incremental Cash Flows	NCI	Non-Controlling Interests	SILC	Stanford Interdisciplinary Lifesciences Council
IFC	International Finance Corporation	NGO	Non-Governmental Organization	SMETA	Sedex Members Ethical Trade Audit
IFRS	International Financial Reporting Standards	OCI	Other Comprehensive Income	SOC/SVHC	Substance of (Very High) Concern
IIGCC	Institutional Investors Group on Climate Change	OECD	Organisation for Economic Co-operation and Development	SoD	Segregation of Duties
ILO	International Labour Organisation	P&B	Perfumery & Beauty	SPF	Sun Protection Factor
IMD	International Institute for Management Development	PEF	Product Environmental Footprint	SPPI	Solely Payments of Principal & Interest
IP	Intellectual Property	PEFC	Program for the Endorsement of Forest Certification	SQLNS	Small Quantity Lipid-Based Nutrient Supplements
IPCC	Intergovernmental Panel on Climate Change	PFS	Partners in Food Solutions	SSP	Shared Socioeconomic Pathways
IPO	Initial Public Offering	P.P.	Percentage Point	STI	Short-Term Incentive
IR	Integrated Reporting	PPA	Purchase Price Allocation; also Power Purchase Agreement	TCFD	Taskforce on Climate-related Financial Disclosures
IRO	Impact, risk, and opportunity	PPE	Personal Protective Equipment; also Property, Plant and Equipment	TfS	Together for Sustainability
ISDA	International Swaps and Derivatives Association	PSU	Performance Share Unit	TNFD	Taskforce on Nature-related Financial Disclosures
ISSB	International Sustainability Standards Board	RCF	Revolving Credit Facility	TRIR	Total Recordable Incident Rate
KPI	Key Performance Indicator	RCP	Representative Concentration Pathways	TSR	Total Shareholder Return
LCA	Life Cycle Assessment	RE	Renewable Electricity	TTH	Taste, Texture & Health
LGBTIQ+	Lesbian, Gay, Bisexual, Transgender, Intersex and Queer and other	RfR	Relief-from-Royalty	UEBT	Union for Ethical BioTrade
LNnT	Lacto-N-neotetraose	ROCE	Return on Capital Employed	UN	United Nations
LPP/BVG	Swiss Federal Law on Occupational Retirement, Survivors and Disability	RoSPA	Royal Society for the Prevention of Accidents	UNGP	United Nations Guiding Principle
LSFF	Large-Scale Food Fortification	RSPO	Roundtable for Sustainable Palm Oil	VAT	Value Added Tax
LT	Leadership Team	RSU	Restricted Share Unit	WBCSD	World Business Council for Sustainable Development
LTI	Long-Term Incentive	SAL	Sight and Life	WEF	World Economic Forum
M&A	Mergers and Acquisitions	SBC	Social Behavior Change	WFP	World Food Programme
MEEM	Multi-period Excess Earnings Method	SBT	Science Based Target	WRI	World Resource Institute
MMS	Multiple Micronutrient Supplement	SBTi	Science Based Targets initiative	WWF	Worldwide Fund for Nature
MNP	Micronutrient Powder	SBTN	Science Based Targets Network		
MSC	Marine Stewardship Council	SDG	Sustainable Development Goal		
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	SEDEX	Supplier Ethical Data Exchange		
		SFDR	Sustainable Finance Disclosure Regulation		
		SFE	Supercritical Fluid Extraction		
		SHE	Safety, Health and Environment		