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.

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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.

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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

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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

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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

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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			
❶	Biodiversity and nature	I^-	I^+	R	O
❷	Climate change adaptation	I^-	I^+	R	O
❸	Climate change mitigation	I^-	I^+	R	O
❹	Water management	I^-	I^+	R	O
❶	Access to health and nutrition solutions	I^-	I^+	R	O
❷	Inclusion and belonging	I^-	I^+	R	O
❸	Labor conditions and human rights	I^-	I^+	R	O
❹	Occupational health and safety	I^-	I^+	R	O
❶	Corporate culture	I^-	I^+	R	O
❷	Product quality, safety, and impact	I^-	I^+	R	O

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SUSTAINABILITY STATEMENTS > GENERAL INFORMATION > IMPACT, RISK, AND OPPORTUNITY (IRO) MANAGEMENT

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

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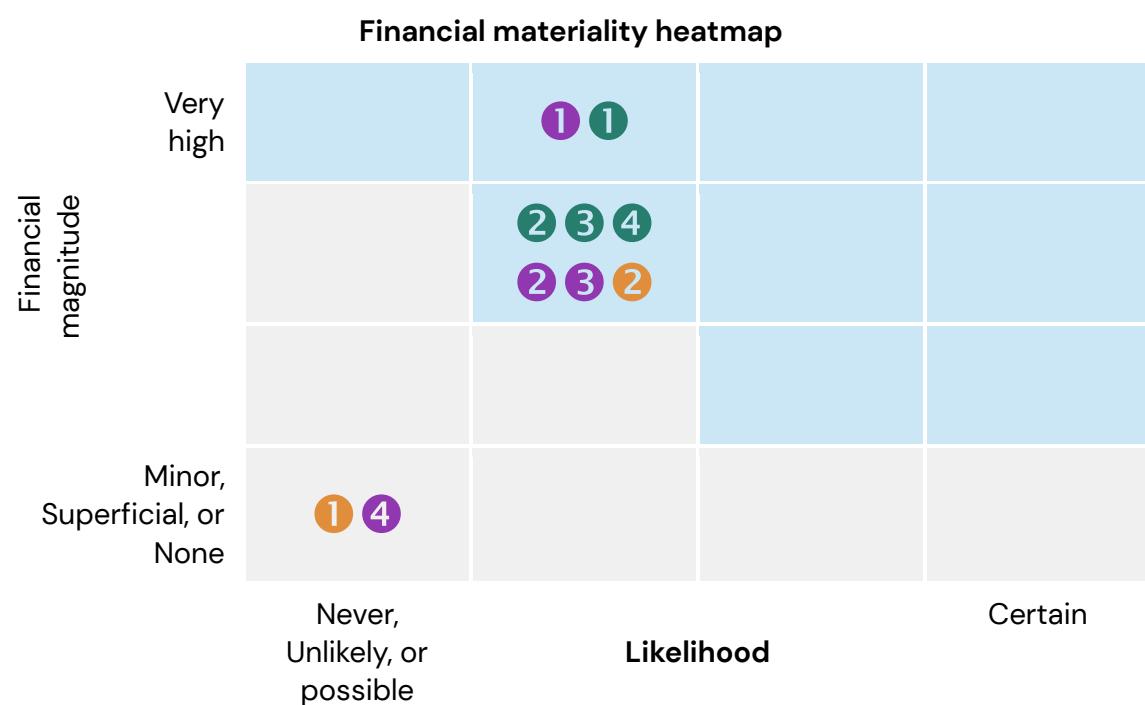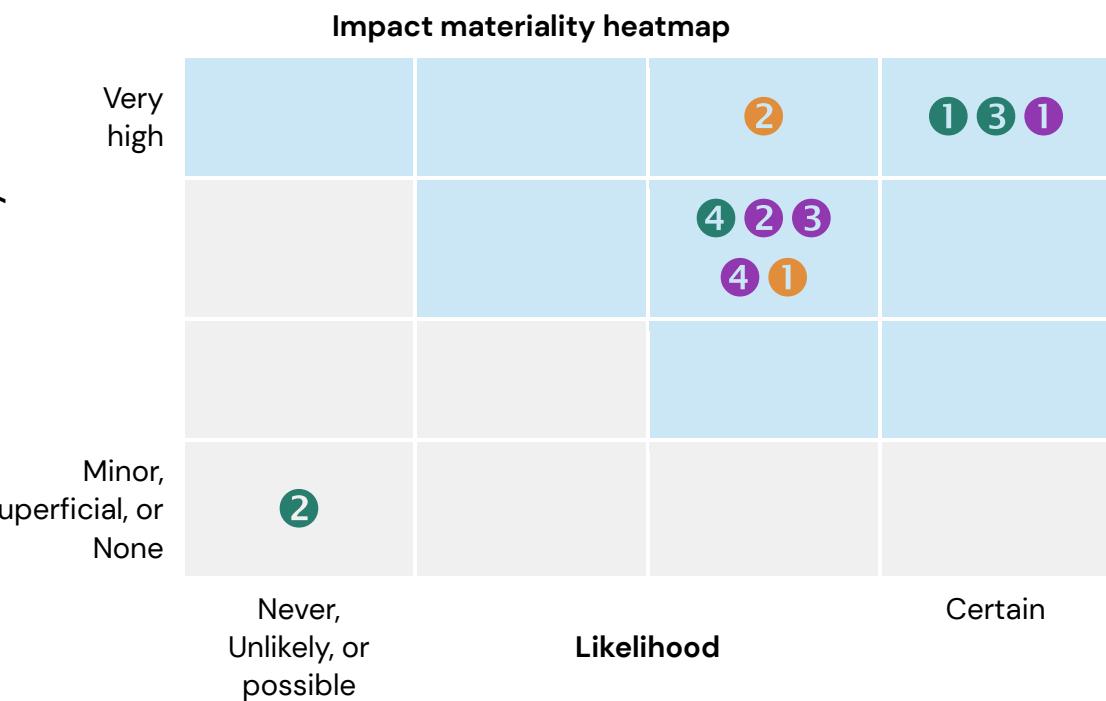
The 2025 DMA process consisted of seven steps

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.

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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)

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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
	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	**Entity-specific** Suppliers with SBTi validated targets Primary emission factor coverage
	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	**Phased-in** E1-9
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	

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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
	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	**Entity-specific** Water withdrawal intensity **Phased-in** E3-5
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
	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	**Entity-specific** E4-5 – biodegradability of washable products
	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	**Phased-in** E4-6
	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	

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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
	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	**Entity-specific** Employee engagement and inclusion Pay ratio (average) TRIR-all Health-rate-all (100 man-days) PSI rate
	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	**Voluntary** S1-10 S1-13 **Phased-in** S1-7
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	
	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	**DRs** S2-5 – Targets – Key natural ingredients **Entity-specific** Key natural ingredients Supplier training on human rights
	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	

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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
	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	**Entity-specific** Nutrition improvement
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	

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SUSTAINABILITY STATEMENTS > GENERAL INFORMATION > POLICIES

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

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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

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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

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SUSTAINABILITY STATEMENTS > GENERAL INFORMATION > STAKEHOLDER ENGAGEMENT

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-O7.

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

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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
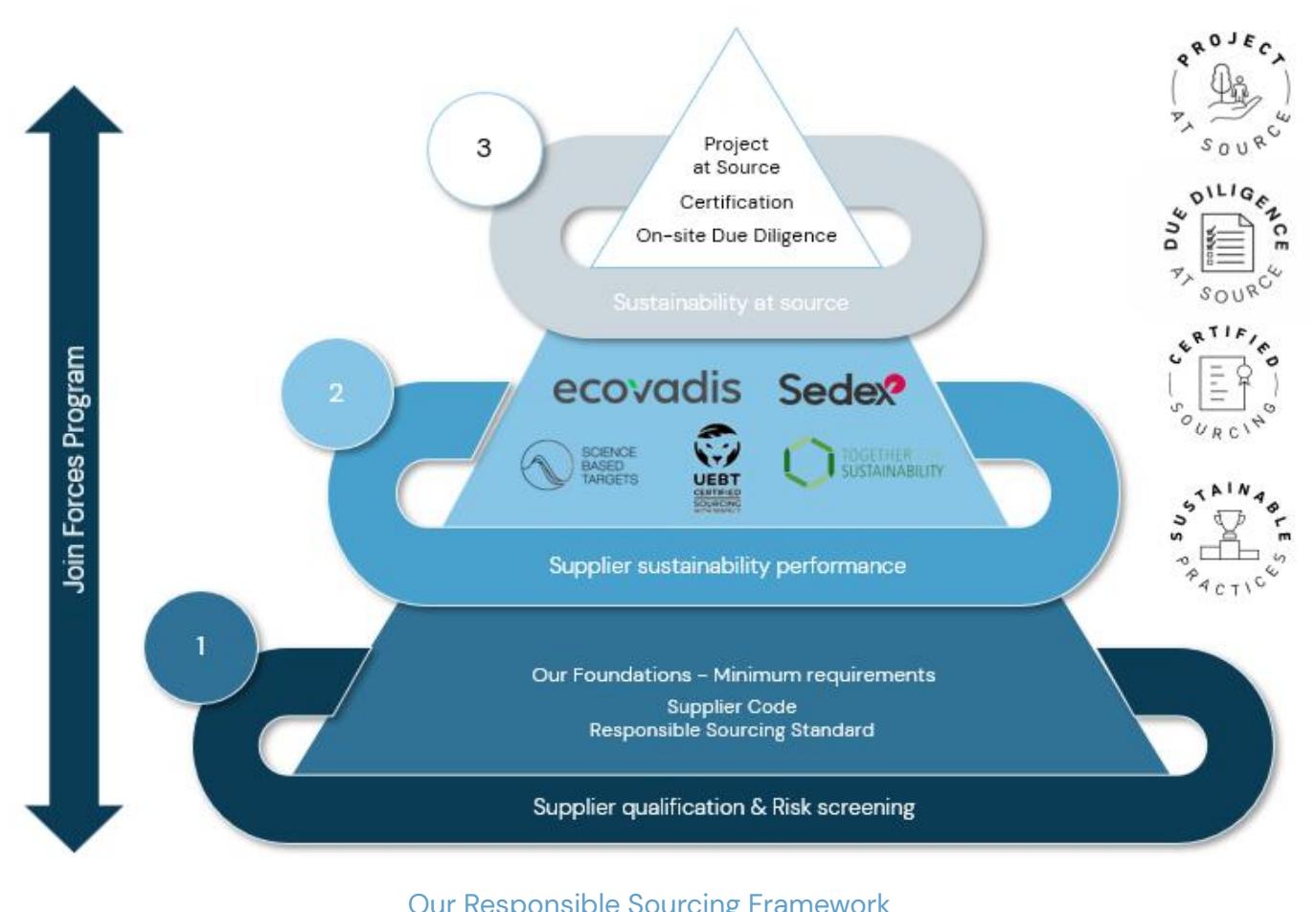
creating a category-tailored view of suppliers' performances. These tools are fully embedded into our Procurement team's digital systems and provide real-time visibility into ESG risks and opportunities, enabling us to prioritize engagement accordingly.

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.

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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
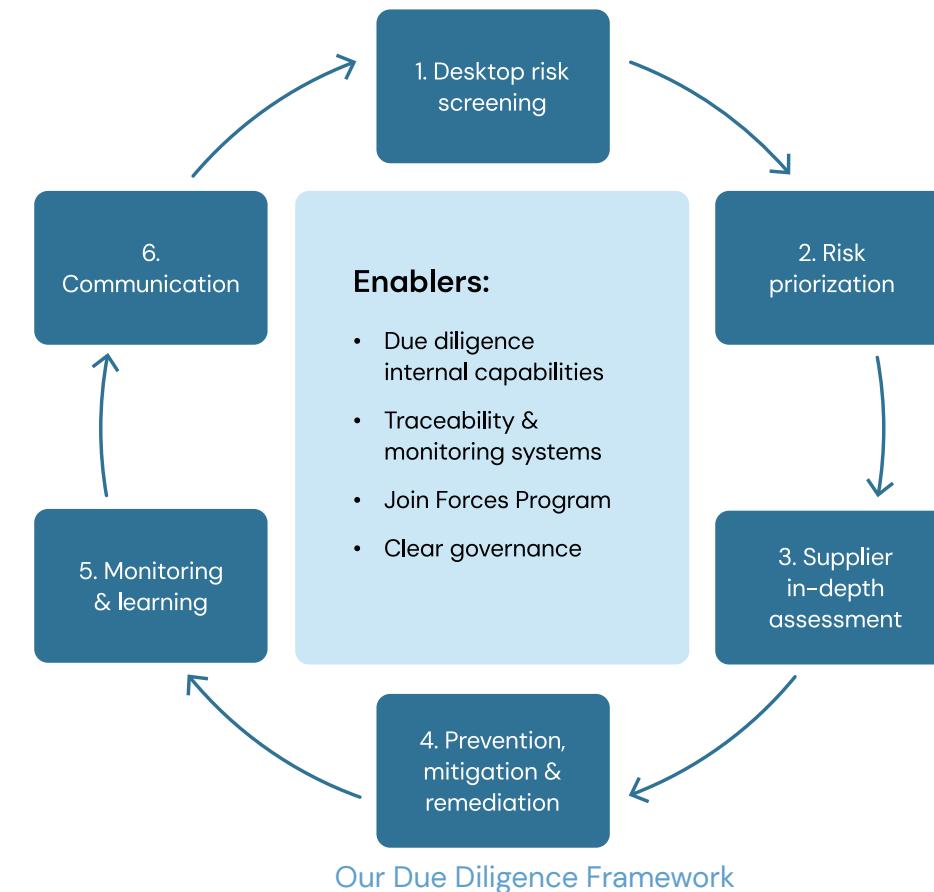
diverse sourcing regions. See the Policies section for more details.

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,

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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.

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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.

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.

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

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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.

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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.

Netherlands
DSM Art Collection donation

Switzerland
Lab equipment donation

United States
Food Pantry

France
Disability week at DRT

Turkey
Youth impact program

China
Bright Experience

Mexico
Waste separation

Indonesia
Mangrove plantation program

Brazil
Instituto Tortuga

India
Poshan Abhiyan

Australia
City2Surf and Morning Tea

South Africa
Micronutrient powders

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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.

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.

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.

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.

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.
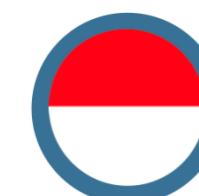
Indonesia: Mangrove Plantation program

The Mangrove Plantation CARE program marked its third year of environmental restoration work. Volunteers planted 600 new seedlings to support coastal conservation.

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.

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.

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.

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.

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.

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.

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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

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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.

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Our net–zero roadmap

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

2025

31% reduction

42% reduction

23% reduction

25% reduction

90% reduction

10% neutralization

- Scope 1 & 2 emissions
- Scope 3 emissions
- Carbon removal and storage

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,

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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

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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$_2$e
- The roll-out of our digital program with, for example, a new energy dashboard in Leon (Spain), saving ~0.3ktCO$_2$e
- Steam trap monitoring completion in Grenzach (Germany), saving ~1.5ktCO$_2$e
- The heat recovery project in Brotas (Brazil), saving 0.5ktCO$_2$e

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$_2$e
- The installation of heat pumps in Minhang (Shanghai, China) and Xinghuo (Shanghai, China), saving ~2ktCO$_2$e
- A steam network upgrade in Port Newark (New Jersey, USA), saving ~2ktCO$_2$e

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

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(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 <ins>General information.</ins>

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.

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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.

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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

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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.
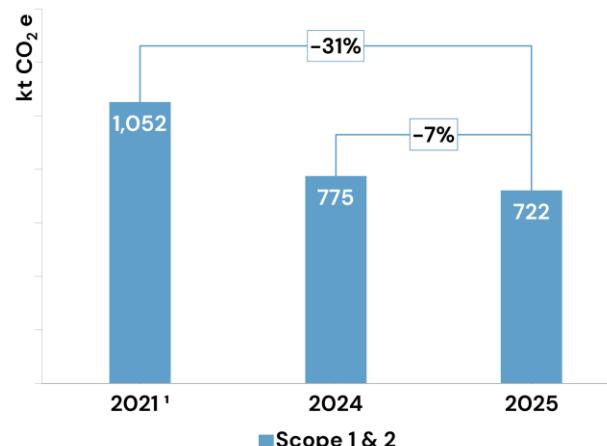
1 The 2021 baseline is recalculated annually, in line with the Greenhouse gas protocol.

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).

SBT Scope	Baseline	Target	Trajectory 2025	Reduction to 2025	2021 emissions SBT (ktCO2e)	2025 Emissions SBT (ktCO2e) [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

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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.

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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$_2$e 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$_2$e 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$_2$e 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

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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.

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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

(tonnes)	2025 [2]	2024 [3]
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

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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.

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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 with top water withdrawals (1000 m³)

- 200 - 500
- 500 - 1000
- 1000 - 2000
- 2000 - 4000
- 16000 - 33000

Sites in water-stressed areas (1000 m³)

- 200 - 500
- 1000 - 2000

Sites representing 95% of total dsm-firmenich water withdrawal and in scope for water reduction activities

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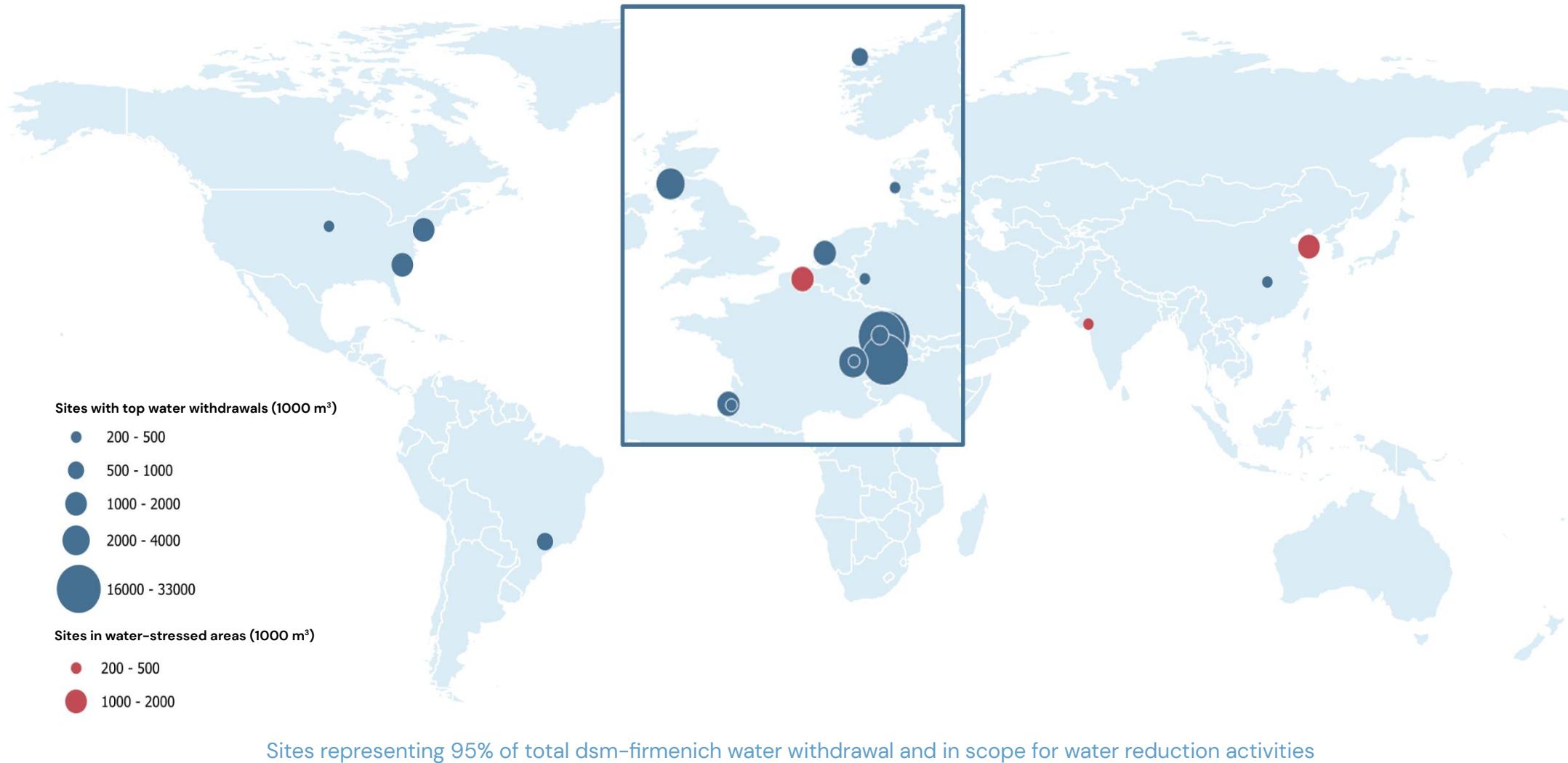
Water use

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.

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SUSTAINABILITY STATEMENTS > ENVIRONMENTAL INFORMATION > BIODIVERSITY AND ECOSYSTEMS

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

Supporting services: Without these foundational services, ecosystems could not be sustained. Examples are photosynthesis, soil formation and nutrient and water cycling, but also habitat provision for a range of species.

Regulating services These moderate natural processes to maintain ecosystem balance, health, and resilience. Examples are pollination, erosion and flood control, carbon storage, and water purification.

Provisioning services: These are tangible resources or goods obtained from ecosystems. Examples are food, fresh water, medicines, and raw materials.

Cultural services: These provide non-material benefits that enhance quality of life and the human experience. Examples are recreation, tourism, cultural identity, and spiritual, religious, educational, and scientific value.

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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.

Our approach to nature

Our own operations
We increase water efficiency and reduce water pollution (nitrogen and phosphorous)

Our upstream value chains
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 biodegradeability of our washable products

At landscape level
Our commitment to work at landscape level will deliver impact at scale for nature beyond our operations and value chains

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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.

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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 km² 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.

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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.

Types of project*
- ● On-site project
- ● Off-site project
- ● Completed

* On-site projects have activities within the operation's fence. Off-site projects have activities beyond the operation's fence and within 50km proximity.
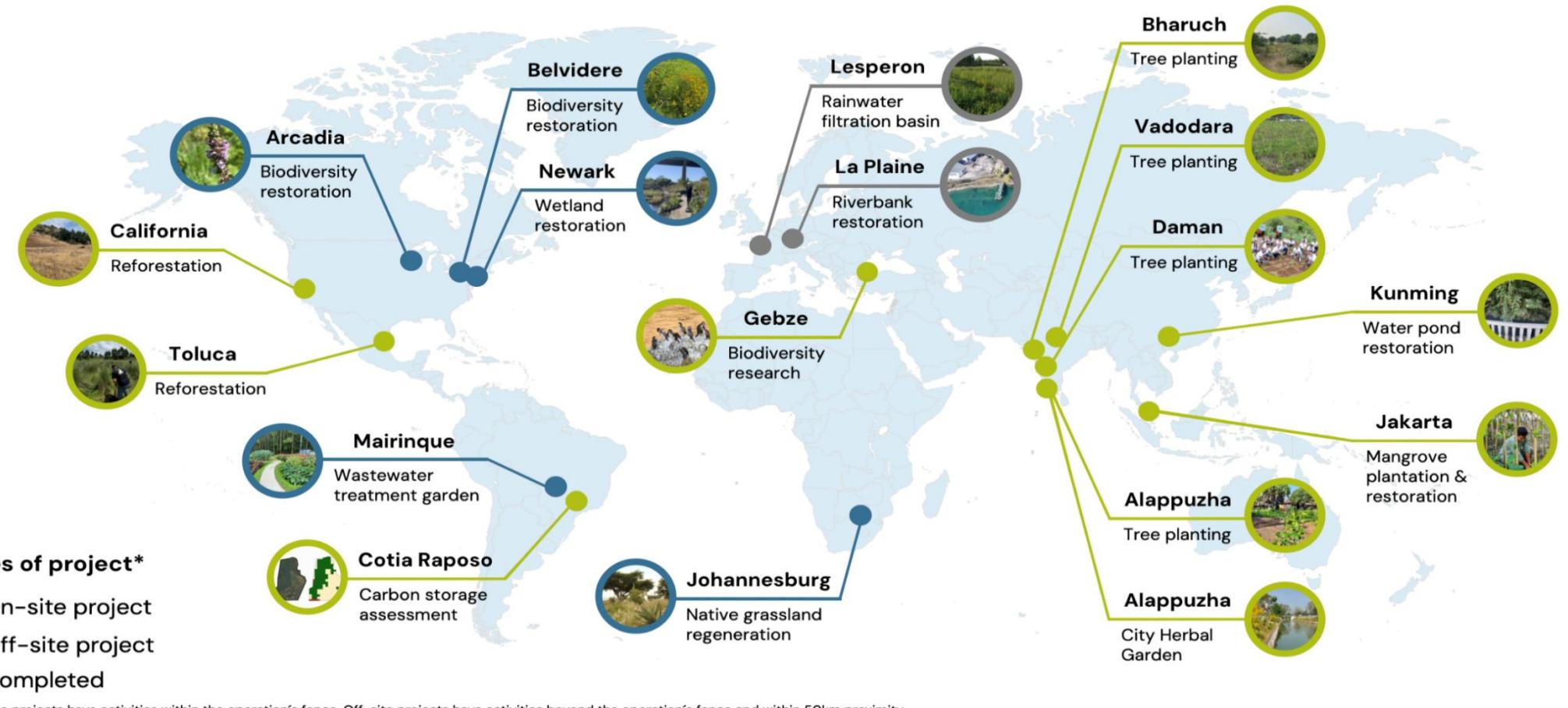
Site-level biodiversity restoration activities map

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.

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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 | | | | | | 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 |
					Climate change mitigation	Climate change adaptation	Water	Circular economy	Pollution	Biodiversity					
	€ 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%
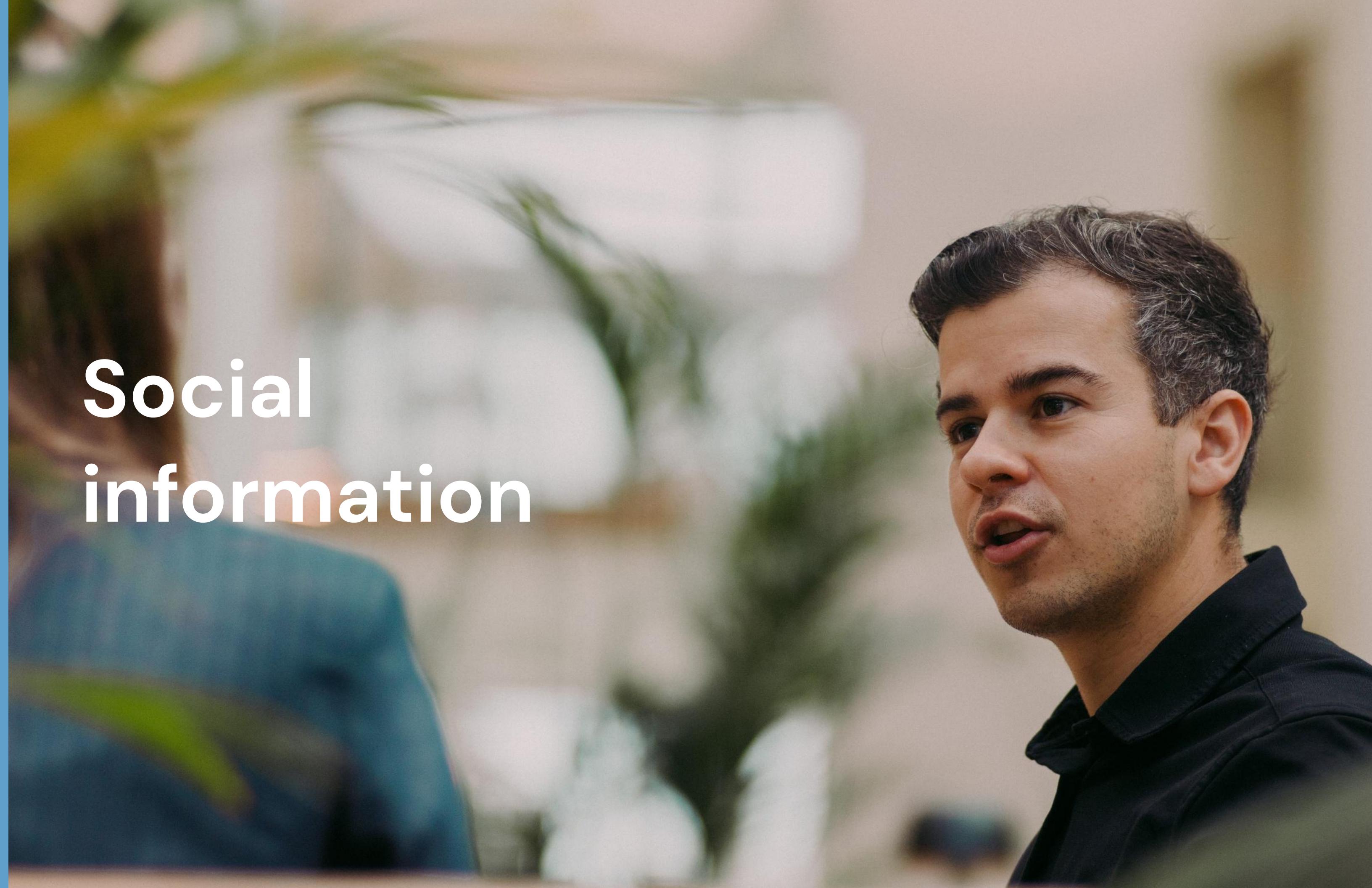
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Social
information

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

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- **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

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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

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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.

Visibly Identify	Maintain Clear Desk	Classify and Protect Data	Recognize Phishing	Plan for Travel Risks	Report Incidents
I will visibly wear my company identification badge and escort all visitors.	I will maintain a clear desk to help protect company assets.	I will classify and protect data, keep passwords strong and secure and make use of approved software only.	I will check messages for phishing red flags, avoid harmful links and attachments and report suspicious emails.	I will proactively consider security risks to ensure my safe business travel.	I will report all security incidents, observations, and suspicious activities.

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

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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.

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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%

	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.

identified as non-western European background.

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.

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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.

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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

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Inflow and outflow

	2025				2024			
	Female	Male	Not disclosed / unknown	Total	Female	Male	Not disclosed / unknown	Total
Inflow[1]								
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.

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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.

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

	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

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.

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

	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

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Participation rate

Participation grew even further, reflecting stronger engagement and the success of our communication efforts.

|	
2024	85%
2025	90%

0 — 100

Employee Engagement[RA]

Engagement remained stable, showing resilience and commitment during a year of transformation.

2024	79%
2025	80%

0 — 100

Intention to stay

Clearer career paths and transparent communication strengthened people's confidence in staying with us.

2024	81%
2025	83%

0 — 100
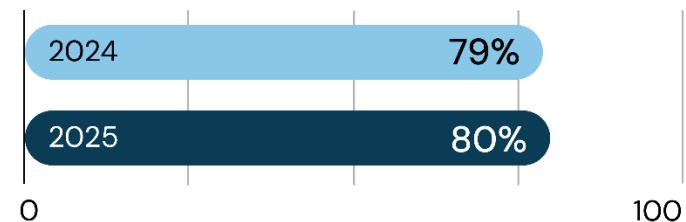
Inclusion

Inclusion initiatives are driving positive change, and we will continue to build an even more inclusive culture.

2024	67%
2025	71%

0 — 100

Unity

Collaboration and team alignment improved, reinforcing a sense of shared purpose across the organization.

2024	68%
2025	71%

0 — 100
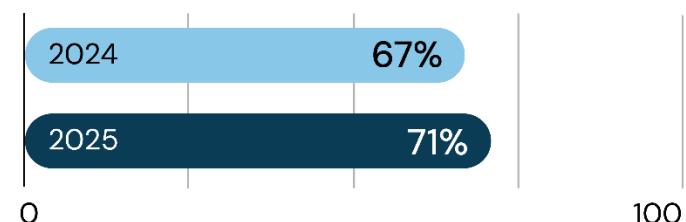
People management

Managers maintained strong relationships and supported development, even amid organizational changes.

2024	80%
2025	81%

0 — 100

The results of our 2025 Employee Engagement Survey
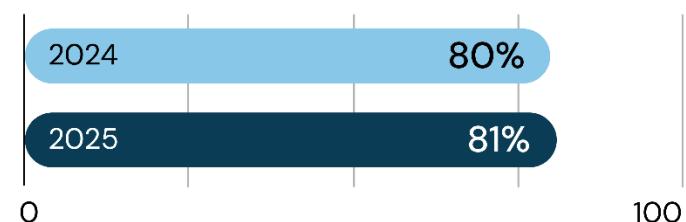
(€110,258 compared to €100,864 in 2024) rather than the median, the ratio would amount to 63.4 (2024: 54.7).

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.

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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**

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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.

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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

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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.

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SUSTAINABILITY STATEMENTS > SOCIAL INFORMATION > CONSUMERS AND END–USERS

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

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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.

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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

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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.

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Appendix to the Sustainability Statements

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 Substances of (Very High) Concern	E1-6 Gross Scope 3 emissions 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

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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.

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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 (tCO₂e), 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 CO₂e/kg, kg CO₂e/€). 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

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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

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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

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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.

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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

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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

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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)

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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)

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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

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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

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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 CO_2 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

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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

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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

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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

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Assurance report of the independent auditor

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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.

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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;

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- 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:

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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

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