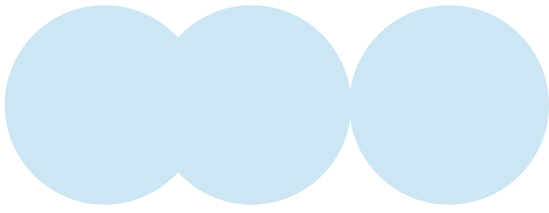




Invitation to the Annual General Meeting of DSM-Firmenich AG

Date: Tuesday, 6 May 2025
Place: DSM-Firmenich AG, Wurmisweg 576, 4303 Kaiseraugst, Switzerland
Doors open: 10:00 CEST
Start: 10:30 CEST

dsm-firmenich ●●●



Invitation

Annual General Meeting of Shareholders Kaiseraugst (Switzerland)

Dear Shareholders,

It is with great pleasure that we cordially invite you to the Annual General Meeting of Shareholders of DSM–Firmenich AG, which will be held on Tuesday 6 May 2025 at our head office at Wurmisweg 576, 4303 Kaiseraugst, Aargau, Switzerland, at 10.30 CEST ("**AGM 2025**"). The doors will open at 10.00 CEST.

Shareholders may also attend the AGM 2025 virtually with full participation rights. You will find instructions on shareholders' attendance and proxy voting rights in the Organizational Notes included in this invitation.

The AGM 2025 will be broadcast live at [corporate-governance/agm](#), and will be held in English, with simultaneous translations into Dutch, French and German.

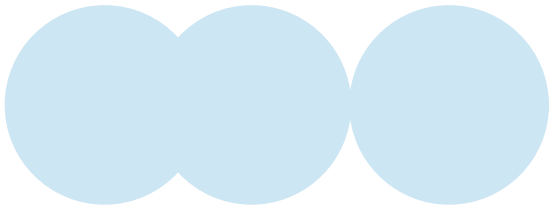
The supporting documents for the meeting are available on our website at [corporate-governance/agm](#).

I hope we will have the pleasure of welcoming you either in person or virtually at the AGM 2025.

Yours sincerely,



Thomas Leysen
Chairman of the Board of Directors



AGENDA

1. Reporting for the financial year 2024

1.1. Approval of the Management Report, consolidated financial statements and stand-alone financial statements of DSM-Firmenich AG

Proposal

The Board of Directors of DSM-Firmenich AG ("**DSM-Firmenich**" or the "**Company**") proposes the approval of the Management Report, the consolidated financial statements and the stand-alone financial statements of DSM-Firmenich for the financial year 2024.

Explanation

The Management Report, the consolidated financial statements and the stand-alone financial statements of DSM-Firmenich for each financial year have to be submitted for approval to the annual general meeting.

The Management Report¹, the annual consolidated financial statements and the stand-alone financial statements of DSM-Firmenich are included in DSM-Firmenich's Integrated Annual Report 2024 (the "**Integrated Annual Report**", available on [corporate-governance/agm](https://www.dsm-firmenich.com/corporate-governance/agm)).

In its audit reports, DSM-Firmenich's auditors, KPMG AG, Basel ("**KPMG**"), recommend to the AGM 2025 in unqualified opinions that the consolidated financial statements and the stand-alone financial statements of DSM-Firmenich for the financial year 2024 be approved.

1.2. Approval of the Sustainability Report 2024

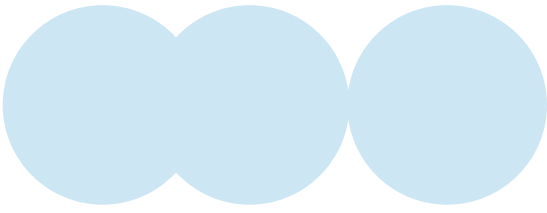
Proposal

The Board of Directors proposes the approval of the Sustainability Report 2024.

Explanation

As required under Swiss law, the Board of Directors submits the Sustainability Report 2024 to the annual general meeting for approval.

¹ The Management Report consists of the following chapters of our Integrated Annual Report (pdf version): "Our Company" (pages 4-20), "Our Businesses" (pages 21-43), and "Governance & Risk Management" (pages 97 to 126).



The Sustainability Report 2024 outlines DSM-Firmenich's strategic sustainability framework, related targets and positions, and its approach and progress in achieving such targets and positions. Starting with the financial year 2024, the Sustainability Report is prepared not only in accordance with Swiss law, but also with the requirements of the European Union's Corporate Sustainability Reporting Directive (CSRD).

The Sustainability Report 2024 is included in the Integrated Annual Report² and is available on [corporate-governance/agm](#).

KPMG Accountants N.V. (Amstelveen) performed a limited assurance engagement on the sustainability statements included in the Integrated Annual Report (with reasonable assurance on remuneration related metrics) and have provided an unqualified assurance report.

1.3. Consultative vote on the Compensation Report 2024

Proposal

The Board of Directors proposes the approval of the Compensation Report 2024 (consultative vote).

Explanation

As required under Swiss law, the Board of Directors submits the Compensation Report 2024 to the annual general meeting for a consultative vote.

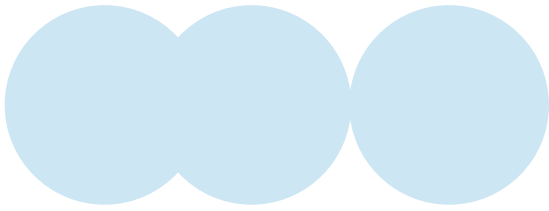
The Compensation Report 2024 is included in the Integrated Annual Report³ and is available on [corporate-governance/agm](#). The purpose of the compensation report is to inform shareholders about the compensation structure and practices regarding the Board of Directors and the Executive Committee and any changes implemented during the relevant financial year, if applicable, as well as the remuneration paid, allocated or granted to the respective bodies.

The Compensation Report 2024 also demonstrates that the compensation of the Board of Directors (between the AGM 2024 and the AGM 2025) and the Executive Committee (for the financial year 2024) are covered by the shareholders' votes cast in the annual general meeting held on 7 May 2024 (concerning the Board of Directors) and in the extraordinary general meeting held on 29 June 2023 (concerning the Executive Committee).

KPMG has confirmed that the information in the Compensation Report 2024 pursuant to Art. 734a -734f of the Swiss Code of Obligations complies with Swiss law and the Company's Articles of Association ("**Articles of Association**").

² The Sustainability Report 2024 consists of the following chapters of our Integrated Annual Report (pdf version): "Sustainability" (pages 58-96) and "Sustainability Statements" (pages 149-204).

³ The Compensation Report 2024 consists of the following chapter of our Integrated Annual Report (pdf version): "Compensation" (pages 128-148)



2. Discharge of the members of the Board of Directors and the Executive Committee

Proposal

The Board of Directors proposes that discharge be granted to the members of the Board of Directors and the members of the Executive Committee for the financial year 2024.

Explanation

Having accounted for the performance in the 2024 financial year in the Integrated Annual Report, the Board of Directors asks the AGM 2025 to grant discharge to the members of the Board of Directors and the Executive Committee for the financial year 2024 in a global vote. The discharge applies only in respect of disclosed facts.

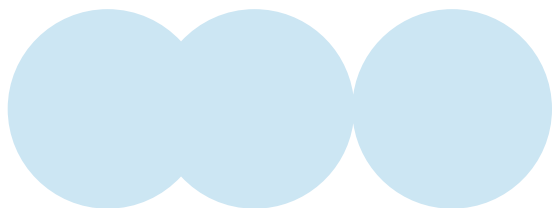
3. Appropriation of available earnings and dividend / distribution of capital contribution reserves

Proposal

The Board of Directors proposes the appropriation of the balance sheet profit of the Company in accordance with the terms set out in the table below, and a dividend of EUR 2.50 in cash per share⁴, to be paid partially (57.5%) out of capital contributions reserves and partially (42.5%) out of available earnings.

[table on following page]

⁴ No dividend will be declared on shares held by the Company and/or its wholly owned subsidiaries.



Distribution capacity

in million	EUR 31.12.2024	EUR 31.12.2023
Reserves from capital contributions	22,771	23,145
Other statutory reserves	7,687	7,687
Legal capital reserves	30,458	30,832
Non-distributable legal capital reserves	(1)	(1)
Legal capital reserves available for distribution	30,457	30,831
Profit brought forward	3,622	-
Profit for the period	667	3,870
Available earnings	4,289	3,870
Forward contracts to repurchase shares	(109)	-
Treasury shares	(40)	-
Earnings available for distribution	4,140	3,870
Total legal capital reserves and earnings available for distribution	34,597	34,701

The Board of Directors proposes the following repayment of reserves from capital contributions:

in million	EUR 31.12.2024	EUR 31.12.2023
Proposed repayment of reserves from capital contributions	380	415
Reserves from capital contributions to be carried forward	22,391	22,730
Total	22,771	23,145

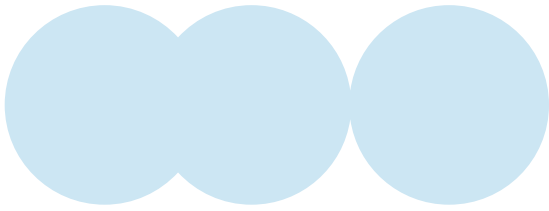
The Board of Directors proposes the following dividend from available earnings:

in million	EUR 31.12.2024	EUR 31.12.2023
Proposed dividend payment out of available earnings	281	248
Available earnings to be carried forward	4,008	3,622
Total	4,289	3,870

The last trading day with entitlement to receive the dividend is 7 May 2025. As from 8 May 2025 (*dividend ex-date*), the shares will be traded ex-dividend. The *record date* will be 9 May 2025, and the payment date 16 May 2025.

Explanation

If the above proposal for appropriation of available earnings and distribution of capital contribution reserves is approved, the dividend of EUR 2.50 per share will be paid, in line with the Company's policy, partially (57.5%) out of capital contribution reserves without deduction of any Swiss withholding tax, and partially (42.5%) out of available earnings, with a deduction of 35% Swiss withholding tax. Depending on the tax status and domicile of the beneficial owner of the dividend, the 35% Swiss withholding tax may be partially credited and/or partially reclaimed.



The Board of Directors considers that it is appropriate to propose a dividend that is outside the Company's policy target of between 40%–60% of the total net income, as the Company is committed to restoring earnings per share within a reasonable time frame, and since its capital and liquidity allow for the proposed dividend pay-out.

In its audit report that accompanies the Company's financial statements, KPMG confirms that the proposals of the Board of Directors comply with Swiss law and the Articles of Association.

4. Elections to the Board of Directors and the Compensation Committee

4.1. Re-Elections to the Board of Directors

Proposal

The Board of Directors proposes the individual re-election of the current members of the Board of Directors (incl. the Chairman), each for a term of one year, ending upon conclusion of the next annual general meeting in 2026 (currently expected to take place on 7 May 2026) ("**AGM 2026**").

4.1.1 Re-election of Thomas Leysen as member and Chairman

4.1.2 Re-election of Patrick Firmenich

4.1.3 Re-election of Sze Cotte-Tan

4.1.4 Re-election of Antoine Firmenich

4.1.5 Re-election of Erica Mann

4.1.6 Re-election of Carla Mahieu

4.1.7 Re-election of Frits van Paasschen

4.1.8 Re-election of André Pometta

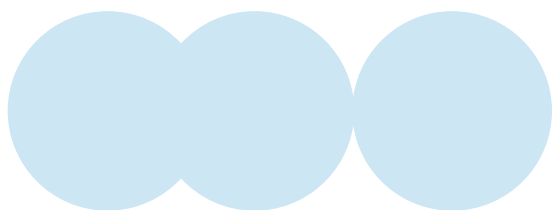
4.1.9 Re-election of John Ramsay

4.1.10 Re-election of Richard Ridinger

4.1.11 Re-election of Corien Wortmann

Explanation

The annual general meeting elects the members of the Board of Directors for a term of office of one year, ending upon conclusion of the next annual general meeting.



According to Art. 18 of the Articles of Association, any Firmenich Shareholder⁵ (whether alone or together with other Firmenich Shareholders) holding 8.5% or more of the Company's share capital shall have the right to nominate for election one member to the Board of Directors (a "**Nominated Director**"), provided that only such persons shall be nominated who have the appropriate expertise, skills and reputation for such a mandate, as verified by the Governance and Nomination Committee. Such nomination right is for a maximum of three members of the Board of Directors. Patrick Firmenich and Antoine Firmenich are each proposed as Nominated Directors.

Following evaluation by the Governance and Nomination Committee and after careful consideration, the Board of Directors has determined that the Board of Directors and its Committees have an appropriate balance of skills, experience, diversity and knowledge of DSM-Firmenich's business and the required reputation to effectively fulfil its duties and responsibilities. Detailed biographical data of the current members of the Board of Directors can be found in the Governance report included in the Integrated Annual Report, available on [corporate-governance/agm](#).

4.2. Re-Elections to the Compensation Committee

Proposal

The Board of Directors proposes the individual re-election of the current members of the Compensation Committee, each for a term of one year ending upon conclusion of the AGM 2026:

4.2.1 Re-election of Carla Mahieu

4.2.2 Re-election of Thomas Leysen

4.2.3. Re-election of Frits van Paasschen

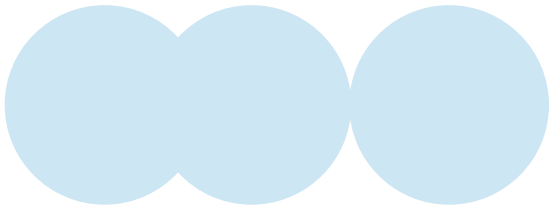
4.2.4 Re-election of André Pometta

Explanation

The annual general meeting elects the members of the Compensation Committee for a term of one year, ending upon conclusion of the next annual general meeting.

After careful consideration, the Board of Directors has determined that with the proposed members, the Compensation Committee is sufficiently independent and has an appropriate balance of skills, experience, and knowledge of DSM-Firmenich's business to effectively fulfil its duties and responsibilities. Subject to Carla

⁵ As such term is defined in Art. 4.4 of the Articles of Association available on [corporate-governance/agm](#).



Mahieu being re-elected as a member, the Board of Directors intends to re-elect her as Chair of the Compensation Committee.

5. Remuneration approvals

5.1 Remuneration of the Board of Directors

Proposal

The Board of Directors proposes the approval of a maximum total amount of remuneration for the Board of Directors of EUR 3,682,582 concerning the period from the AGM 2025 until the AGM 2026.

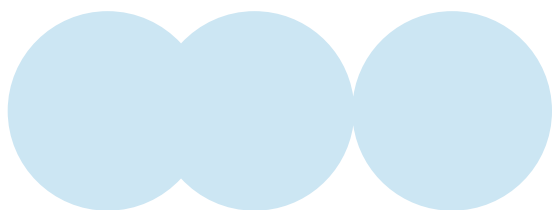
Explanation

The annual general meeting approves the maximum aggregate amount of the compensation of the Board of Directors until the next annual general meeting. The Compensation Report 2024 (which is included in the Integrated Annual Report and available on [corporate-governance/agm](#)) provides an overview of the remuneration principles and the remuneration set-up for the Board of Directors, including the applicable annual fees. No changes are foreseen for the period between the AGM 2025 and the AGM 2026, and therefore the amount is comparable to the previously approved maximum amount of compensation.

The Base Fee is paid partly (50%) in cash and partly (50%) in Restricted Share Units (RSUs), which are subject to a three (3) year holding period as of grant date. Committee fees are paid in cash. In order to strengthen the independence of the members of the Board of Directors, all fees are paid exclusively as a fixed amount and are not subject to the achievement of any specific performance conditions.

The proposed maximum total amount of remuneration for the Board of Directors for the period from the AGM 2025 until the AGM 2026 does not include the company-related portion of social security contributions due in line with applicable laws in any relevant jurisdiction. Other than mandatory contributions to the company pension plan ('second pillar'), which are applicable under Swiss regulations, the fees are not pensionable. An amount is included to cover for unforeseen circumstances.

The Company currency is Euro while the fees of the Board of Directors are determined and paid in Swiss Francs. The conversion rate considered to establish the proposed maximum amount of remuneration for the Board of Directors is CHF 1 = EUR 0.96.



5.2 Remuneration of the Executive Committee

Proposal

The Board of Directors proposes the approval of a maximum total amount of remuneration of EUR 43,982,072 for the Executive Committee for the financial year 2026.

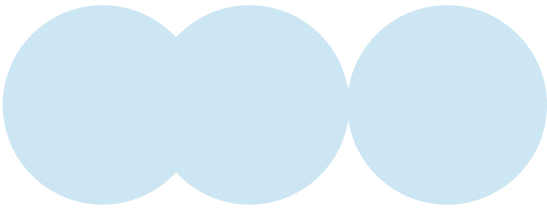
Explanation

The annual general meeting approves the maximum aggregate amount of the compensation of the Executive Committee for the next financial year. The Compensation Report 2024 (which is included in the Integrated Annual Report and available on [corporate-governance/aggm](#)) provides an overview of the remuneration principles and the remuneration set-up for the Executive Committee.

The maximum total amount of remuneration proposed for the Executive Committee for the financial year 2026 is higher compared to the financial year 2025, driven by changes to Swiss Franc (CHF) – Euro (EUR) currency conversion and provisions concerning the set-up of the Executive Committee. The below table provides insight into the composition of the amount.

	Amount anticipated for 2026 in EUR	Amount approved for 2025 in EUR
Fixed remuneration and benefits	13,767,824	11,729,882
Short-Term Incentive (to be paid spring 2026)	14,672,465	13,070,652
Long-Term Incentive	11,548,961	10,586,609
Other	3,992,822	4,106,993
Total	43,982,072	39,494,136

The proposed maximum total amount of remuneration for the Executive Committee for 2026 includes the fixed base salary and benefits as well as the maximum Short-Term Incentive that can be achieved and the at-target Long-Term Incentive achievement, i.e., the value of the number of Performance Share Units (“PSUs”) at grant date if the goals are achieved on target level. Added to this is an amount to cover an appreciation of the share price on the grant date compared to the reference used to determine the number of PSUs to be granted. For other items, an amount of EUR 3.99 million is included, covering obligations on international assignment arrangements and unforeseen circumstances such as changes in regulatory requirements. The proposed amount does not include any additional tax levies imposed on the employer under applicable law and regulations, nor the company-related portion of contributions to social security systems paid in line with applicable laws and regulations in any relevant jurisdiction.



The Company currency is in Euro while the terms and conditions in the employment agreements of the members of the Executive Committee are defined in Swiss Francs. The conversion rate considered to establish the maximum amount of remuneration for the Executive Committee for 2026 is CHF 1 = EUR 0.96.

6. Election of the statutory auditor for 2025

Proposal

The Board of Directors proposes the election of PricewaterhouseCoopers AG (Basel) as the statutory auditor for the financial year 2025.

Explanation

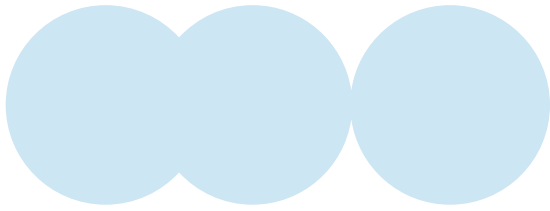
The annual general meeting elects the statutory auditor for the financial year.

KPMG was appointed as the Company's statutory auditor in 2022. The Audit Rules of the European Union⁶ require DSM B.V. (which is a directly held and controlled subsidiary of DSM-Firmenich) to rotate its statutory auditor for the financial year 2025. This rotation concurrently requires a rotation of DSM-Firmenich's statutory auditor, as a major part of the group's business is represented in the entities held directly/indirectly by DSM B.V. In view of this requirement, the Audit & Risk Committee initiated a formal auditor tender process in 2023. A detailed description of the process was already attached in Annex 1 of the AGM 2024 invitation, available on [corporate-governance/agm](#). In early 2024, based on the results of the assessment, the Board of Directors decided to appoint PricewaterhouseCoopers AG, Basel ("PwC") as the Company's statutory auditor for the financial year 2025. Consequently, and as previously announced, the Board of Directors proposes PwC for election as the Company's statutory auditor for the financial year 2025.

PwC is subject to regulatory oversight by the Swiss Federal Audit Oversight Authority (FAOA). PwC has confirmed for the attention of DSM-Firmenich that it meets all independence requirements to carry out the audit mandate.

Further information on PwC and its mandate can be found in the Governance report included in the Integrated Annual Report available on [corporate-governance/agm](#).

⁶ The amended Audit Directive (2014/56/EU) and the Audit Regulation (537/2014/EU)



7. Re-Election of the Independent Proxy

Proposal

The Board of Directors proposes the re-election of Christian Hochstrasser, c/o ThomannFischer, Elisabethenstrasse 30, 4010 Basel, Switzerland, as the independent proxy for a term of one year, ending upon conclusion of the AGM 2026.

Explanation

The Independent Proxy allows shareholders to be represented by an independent third party at general meetings of shareholders. The annual general meeting elects the independent proxy for a term of office of one year, ending upon conclusion of the next annual general meeting.

Christian Hochstrasser, c/o ThomannFischer, Elisabethenstrasse 30, 4010 Basel, Switzerland, has confirmed for the attention of DSM-Firmenich that he is sufficiently independent to carry out the mandate and the Board of Directors suggests that he should be re-elected for continuity reasons.

8. Change to Articles of Association: Amendments to the capital band and limitation of dilutive share capital increases

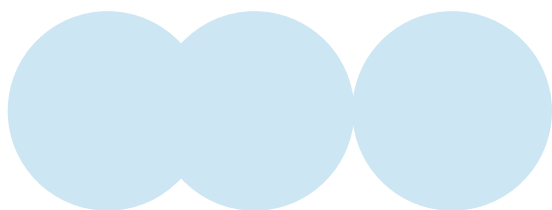
Proposal

The Board of Directors proposes to amend the capital band provision in the Articles of Association, providing for a capital band with an upper limit of EUR 2,922,440.26 (110% of the current share capital) and a lower limit of EUR 2,391,087.50 (90% of the current share capital), authorizing the Board of Directors to increase and decrease the share capital one or several times within these limits until 6 May 2030, as well as to introduce a limitation for dilutive share capital increases, and accordingly to amend Art. 3c of the Articles of Association and to introduce a new Art. 3d to the Articles of Association as further described in the explanation.

Explanation

Pursuant to Article 653s of the Swiss Code of Obligations, companies can use a capital band to authorize the Board of Directors to increase or reduce the share capital in a flexible manner for effective capital management. The current capital band of DSM-Firmenich only allows for capital increases. The Board of Directors wishes to mirror its ability to increase the share capital with the ability to reduce the share capital. This authorization will be used, for example, to reduce the capital following the implementation of the Company's share buy-back program announced on 13 February 2025. Therefore, the Board of Directors proposes changes to Art. 3c of the Articles of Association.

The current potential for capital increases, corresponding to 10% of the currently issued share capital, shall be maintained, and the potential for capital reductions shall mirror this possibility. Therefore, the Board of Directors



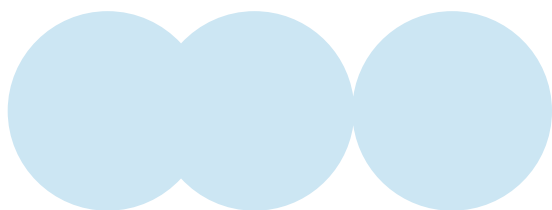
proposes to set the upper and lower limit of the capital band to absolute numbers corresponding to 110% and 90% of the current share capital. Concurrently, the Board of Directors also proposes to extend the duration of the capital band until 2030.

For the protection of shareholder rights, the Board of Directors further proposes to introduce a new Art. 3d to the Articles of Association, providing for a limitation of 10% for capital increases with a dilutive effect. With this proposal, a maximum of 10% of the share capital may be issued without granting subscription rights or advance subscription rights. This limitation is relative to the share capital of DSM-Firmenich at any point in time and applies to capital increases under the conditional capital as well as under the capital band. To ensure that the basis for calculating the 10% limitation is not artificially increased by reason of sequential capital increases when compared to a single capital increase, the relative limitation of 10% is supported by an absolute limit. Such absolute limit shall provide that only a maximum of 26,567,638 registered shares (i.e. 10% of the current share capital) may be issued without granting subscription rights or advance subscription rights (for instance with respect to a placement of convertible instruments).

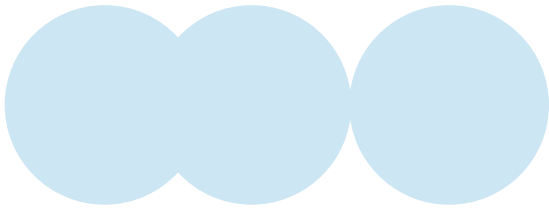
Below is a table showing the proposed changes to the Articles of Association, both in German and English.⁷ Deletions are shown in red strikethrough font, and additions are shown in blue font.

Deutsche Fassung	English version
Art. 3c – Kapitalband	Art. 3c – Capital Band
<p>(1) Der Verwaltungsrat ist ermächtigt, jederzeit bis zum 18. April 2028 6. Mai 2030 innerhalb einer Obergrenze von EUR 265'676.39 2'922'440.26, entsprechend 26'567'639 292'244'026 vollständig zu liberierenden Namenaktien mit einem Nennwert von je EUR 0.01 und der Untergrenze von EUR 2'391'087.50, entsprechend 239'108'750 vollständig zu liberierenden Namenaktien mit einem Nennwert von je EUR 0.01, eine oder mehrere Erhöhungen und/oder Herabsetzungen des Aktienkapitals vorzunehmen.</p> <p>(2) <i>[bleibt unverändert]</i></p> <p>(3) Im Falle einer Kapitalerhöhung gilt Folgendes:</p>	<p>(1) The Board of Directors is authorized, to conduct one or more increases of the share capital at any time until 18 April 2028 6 May 2030 within an upper limit of EUR 265,676.39 2,922,440.26, corresponding to 26,567,639 292,244,026 registered shares with a par value of EUR 0.01 each to be fully paid up, and a lower limit of EUR 2,391,087.50, corresponding to 239,108,750 registered shares with a par value of EUR 0.01 each to be fully paid up.</p> <p>(2) <i>[remains unchanged]</i></p> <p>(3) In case of a capital increase, the following applies:</p> <p>a. <i>[remains unchanged]</i></p>

⁷ Please note that the German version of the Articles of Association is the only authoritative version of the Articles of Association, and the English version is a non-binding, indicative translation of the German original only.



<p>a. <i>[bleibt unverändert]</i>;</p> <p>b. Für eine oder mehrere Erhöhungen bis zum 18. April 2028 6. Mai 2030 im Umfang von maximal 26'567'639 vollständig zu liberierender Namenaktien mit einem Nennwert von je EUR 0.01 ist der Verwaltungsrat ermächtigt, [...];</p> <p>(4) Im Falle einer Kapitalherabsetzung bestimmt der Verwaltungsrat, soweit erforderlich, die Zahl der zu vernichtenden Aktien und die Verwendung des Herabsetzungsbetrags.</p> <p>(5) <i>[bleibt unverändert]</i></p>	<p>b. For one or more increases until 18 April 2028 6 May 2030 in the amount of a maximum of 26,567,639 fully paid registered shares with a par value of EUR 0.01 each the Board of Directors is authorized [...]</p> <p>(4) In case of a capital reduction, the Board of Directors shall, to the extent necessary, determine the number of cancelled shares and the use of the reduction amount.</p> <p>(5) <i>[remains unchanged]</i></p>
<p>Art. 3d – Ausschluss des Vorwegzeichnungsrechts und des Bezugsrechts</p>	<p>Art. 3d – Exclusion of advance subscription and subscription rights</p>
<p>Die Gesamtzahl der neu ausgegebenen Aktien, die unter Einschränkung oder Aufhebung des Vorwegzeichnungsrechts und des Bezugsrechts (i) aus bedingtem Aktienkapital für aktiengebundene Finanzierungsinstrumente gemäss Art. 3b dieser Statuten und/oder (ii) unter dem Kapitalband gemäss Art. 3c dieser Statuten ausgegeben werden, darf bis zum 6. Mai 2030 den niedrigeren Wert von (i) 26'567'638 vollständig zu liberierenden Namenaktien mit einem Nennwert von je EUR 0.01 oder (ii) 10% des zum Zeitpunkt des jeweiligen Beschlusses im Handelsregister eingetragenen Aktienkapitals nicht überschreiten.</p>	<p>Until 6 May 2030, the total number of newly issued shares which may be issued with the restriction or cancellation of advance subscription rights and subscription rights from (i) the conditional share capital for Equity Linked Financing Instruments pursuant to art. 3b of these Articles of Association, and/or (ii) the capital band pursuant to art. 3c of these Articles of Association, shall not exceed the lower of (i) 26,567,638 registered shares, fully paid-up, each with a par value of EUR 0.01 or (ii) 10% of the share capital entered in the commercial register at the time of the respective resolution.</p>



Organizational Notes

The prevailing AGM 2025 invitation (including the agenda) is published in the [Swiss Official Gazette of Commerce](#). Access to the AGM 2025 invitation (including the agenda) is also possible on the Company website at [corporate-governance/agm](#) and on [www.abnamro.com/evoting](#).

Documentation

The Integrated Annual Report 2024 is available on our website at [corporate-governance/agm](#). It is also available to shareholders at the Company's headquarters in Kaiseraugst (Switzerland). The Integrated Annual Report 2024 includes the Management Report, the Sustainability Report 2024, the Compensation Report 2024 as well as the annual financial statements and consolidated financial statements. The Sustainability Report 2024 and the Compensation Report 2024 (each of which are an extract of the Integrated Annual Report 2024) are available on a standalone basis on our website at [corporate-governance/agm](#).

Record Date

To have the right to participate in and to vote at the AGM 2025, you must be a holder of DSM-Firmenich AG shares on **8 April 2025, at 17:30 CEST** (the "Record Date").

Admission to the AGM 2025 in General

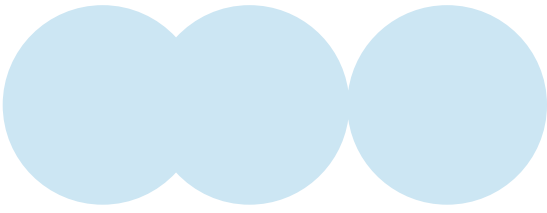
The AGM 2025 will be held in a hybrid format, i.e. physically in Kaiseraugst, but with the option for shareholders to attend virtually with full participation possibilities. This means that all DSM-Firmenich shareholders can either:

- (i) attend the meeting physically,
- (ii) give a proxy to someone attending physically,
- (iii) give voting instructions to the independent proxy, Christian Hochstrasser, c/o ThomannFischer, Elisabethenstrasse 30, 4010 Basel (the "**Independent Proxy**") either electronically via [www.abnamro.com/evoting](#) or by filling out and mailing a written form,
- (iv) attend virtually,

all as further described below.

(a) Shareholders registered in the Swiss share register

Holders of DSM-Firmenich shares (with ISIN code CH1267772122) entered in the Swiss share register maintained by Computershare Switzerland AG on the Record Date are referred to as "**Registered Shareholders**". Registered Shareholders will receive, together with the invitation to the AGM 2025, a reply card that may be used to order (i) the admission ticket or (ii) the voting materials to give proxy, including a proxy to the Independent Proxy in writing. For more details, Registered Shareholders



are invited to refer to the additional instructions provided below under “Use of the Electronic Voting Platform”, “Physical Attendance/Attendance by Proxy”, “Virtual Attendance & Live Voting” and “Instructions to the Independent Proxy”.

(b) DSM-Firmenich Shareholders holding shares via Euroclear Nederland

In connection with DSM-Firmenich’s listing on the Euronext Amsterdam Exchange, DSM-Firmenich shareholders may hold shares (with the ISIN code CH1216478797) through the facilities of the Dutch securities depository, Euroclear Nederland⁸ (the “**Euronext Shareholders**”). Based on voting arrangements with Euroclear Nederland, DSM-Firmenich Euronext Shareholders may exercise voting rights without being directly registered in DSM-Firmenich’s Swiss share register. Under these voting arrangements, Euroclear Nederland, as the holder of record of the related shares, will issue an omnibus proxy to DSM-Firmenich Euronext Shareholders if they are holders of DSM-Firmenich shares on the Record Date, or become shareholders following the processing of deposits and withdrawals as of that date, assuming they have duly notified their willingness to vote as described in the next paragraph.

Holders of shares whose shares are included in the Euroclear Nederland system and who wish to participate in the meeting either physically, virtually or by giving voting instructions to the Independent Proxy or another duly authorized proxy should make this known via their intermediary no later than **1 May 2025, 17:30 CEST**. Intermediaries must, no later than **2 May 2025, 13:00 CEST**, present a statement to ABN AMRO Bank N.V., Equity Capital Markets / Corporate Broking & Issuer Services, Gustav Mahlerlaan 10, 1082 PP Amsterdam (tel. +31 (0)20 6286070 / e-mail: corporate.broking@nl.abnamro.com), identifying the number of shares presented for registration purposes, as well as full address details of the shareholder(s) for which they hold shares. This statement of the intermediaries can also be made via the electronic voting platform at www.abnamro.com/evoting. Holders of shares will then receive a registration confirmation via the intermediary or directly from ABN AMRO.

Use of the Electronic Voting Platform

To facilitate the exercise of shareholder rights, both the Registered Shareholders and the Euronext Shareholders (collectively, the “**Shareholders**”) have access to DSM-Firmenich’s electronic voting platform at www.abnamro.com/evoting. The electronic voting platform allows Shareholders to order the access card for physical participation, to give voting instructions to the Independent Proxy electronically, or to participate virtually in the AGM 2025.

For Shareholders wishing to attend the AGM 2025 in person, or to give a proxy to a third party, see “Physical Attendance/Attendance by Proxy” below.

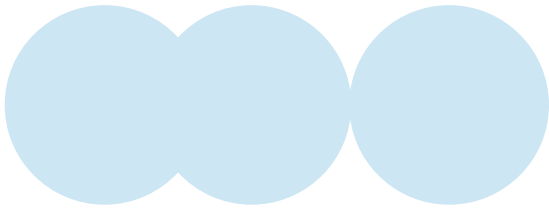
For Shareholders wishing to attend the meeting virtually, and to vote online, see “Virtual Attendance & Live Voting” below.

For Shareholders wishing to give voting instructions to the Independent Proxy, see “Voting Instructions to the Independent Proxy” below.

Physical Attendance/Attendance by Proxy

Shareholders entitled to vote and who wish to attend the AGM 2025 in person, or who wish to give a proxy to someone else to attend, are kindly asked to apply for admission via the electronic voting platform at www.abnamro.com/evoting (or to return the written materials, as applicable) by no later than **1 May 2025 at 17:30 CEST**, or let their intermediary know that they wish to

⁸ I.e., shares entered into the collection deposits (*verzameldepots*) of admitted institutions of Euroclear Nederland and the giro deposit (*girodepot*) administered by the Dutch securities depository, Euroclear Nederland, on the basis of the Dutch Act on Securities Giro Act (*Wet giraal effectenverkeer*).



participate within such timeline. An admission ticket will be sent to such Shareholders. Shareholders or proxies whose admission ticket arrives late may receive the admission ticket and the voting material at the information desk on the day of the AGM 2025.

Shareholders or proxies attending in person must register at the registration desk on the day of the meeting, prior to the meeting commencement at 10:30 CEST. DSM-Firmenich may decide to admit Shareholders to participate after 10:30 CEST. All attending Shareholders and proxies may be asked to identify themselves with government-issued identification, such as their passport, ID or driver's license and present proof of their notification and/or registration number.

For additional instructions on how to register for physical attendance/give a proxy through use of the electronic platform, please consult the Shareholder User Manual available on [corporate-governance/agm](https://www.abnamro.com/corporate-governance/agm).

Virtual Attendance & Live Voting

Shareholders are entitled to attend the meeting virtually and to vote if, apart from being Shareholders on the Record Date, they have notified their desire to participate in the meeting no later than **1 May 2025, 17:30 CEST** via the electronic voting platform at www.abnamro.com/evoting. Shareholders who have registered to attend virtually will receive an e-mail from Computershare Switzerland AG, providing them with a link with a log in to attend virtually via www.gvote.ch. Shareholders must log in to the meeting on **Tuesday 6 May 2025** as from **9:30 CEST** onwards and must have completed the admission procedure for the meeting before 10:30 CEST. DSM-Firmenich may admit Shareholders to participate after 10:30 CEST.

Shareholders attending the meeting virtually may submit questions on the topics of the agenda upfront by e-mail sent to corporate.broking@nl.abnamro.com until **1 May 2025, 17:30 CEST**. Shareholders must provide their name and Shareholder's registration number; a Shareholder can obtain the latter from his/her/its bank.

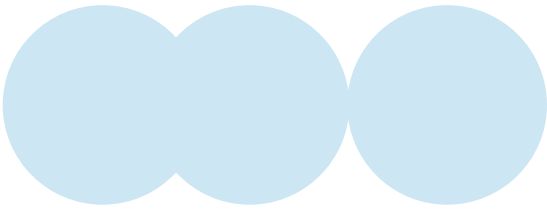
During the meeting, it will also be possible for Shareholders to raise questions via a separate video connection. In order to raise such questions it is required that a Shareholder (i) is registered for online participation via the electronic voting system of ABN AMRO (at www.abnamro.com/evoting), and (ii) has indicated that he/she/it would like to use this opportunity upfront **before 1 May 2025, 17:30 CEST** via email to corporate.broking@nl.abnamro.com. The Shareholder will then get further details in advance of the meeting on how to participate via the video connection to ask questions virtually. To facilitate a smooth and orderly process during the AGM 2025, DSM-Firmenich may bundle similar questions when answering these questions.

For additional instructions on how to attend and vote virtually, please consult the Shareholder User Manual and the accompanying Q&A available on [corporate-governance/agm](https://www.abnamro.com/corporate-governance/agm).

DSM-Firmenich's Policy regarding the Use of Electronic Means at Hybrid General Meeting of Shareholders is applicable and can be found on our website on [corporate-governance/agm](https://www.abnamro.com/corporate-governance/agm). Virtual participation entails risks for the exercise of shareholder rights. Shareholders are therefore encouraged to vote by electronic or written proxy, if they wish to avoid such risks.

Voting instructions to the Independent Proxy

Shareholders entitled to vote can authorize and instruct the Independent Proxy via the electronic voting platform at www.abnamro.com/evoting or in writing, using the proxy forms available on [corporate-governance/agm](https://www.abnamro.com/corporate-governance/agm). All early voting on this voting platform and all written instructions sent to DSM-Firmenich are deemed an authorization and instruction of the Independent Proxy. The Independent Proxy will inform DSM-Firmenich only within the limits of Swiss law about voting trends (i.e., will keep all instructions received as confidential until three working days prior to the AGM 2025). Instructions to the Independent Proxy sent directly to DSM-Firmenich will be forwarded to the Independent Proxy.



Voting instructions to the Independent Proxy should be submitted no later than **1 May 2025, 17:30 CEST**. Inclusion of voting instructions received later cannot be guaranteed.

For additional instructions on how to give electronic voting instructions, please consult the Shareholder User Manual available on [corporate-governance/agm](https://www.dsm-firmenich.com/corporate-governance/agm).

Effect of Voting on Trading and Voting Restrictions

The voting of shares held as of the Record Date does not affect the ability to trade shares before, during, or after the AGM 2025.

The voting of shares is not permitted to the extent this would be contrary to the DSM-Firmenich's registration and voting restrictions, as set forth in art. 4 and 5 of the Articles of Association. DSM-Firmenich reserves the right to request further evidence or assurances from investors holding DSM-Firmenich Euronext Shares at any time to ensure full compliance with such restrictions.

Webcast & Language

The AGM 2025 will be broadcast live at [corporate-governance/agm](https://www.dsm-firmenich.com/corporate-governance/agm). The meeting will be held in English, with simultaneous interpretations into German, Dutch and French. Headsets to listen to these translations will be available at the meeting.

Further Information

Please see our website at [corporate-governance/agm](https://www.dsm-firmenich.com/corporate-governance/agm) for further information or contact us at investors@dsm-firmenich.com.

Kaiseraugst, 31 March 2025