

Minutes of the Annual General Meeting of DSM-Firmenich AG, held on Thursday, May 7, 2026, at 10:30 CEST in Kaiseraugst, Aargau, Switzerland.

Formalities

Chair:	Thomas Leysen, Chair of the Board of Directors
Secretary:	Laetitia Pictet, Company Secretary
Independent Proxy:	Christian Hochstrasser, LenzCaemmerer, Basel
Mode of the General Meeting:	Hybrid General Meeting held in person with on-site electronic voting and online with electronic means. Shareholders who were absent were able to exercise their voting rights via the independent proxy.
Technical set-up:	The entire technical set-up worked flawlessly.

In addition to the Chair and Patrick Firmenich, Vice-Chair of the Board of Directors and Chair of the Governance and Nomination Committee, the following members of the Executive Committee took their seats on the podium: Dimitri de Vreeze, CEO, Ralf Schmeitz, CFO, Laetitia Pictet, Company Secretary.

The following members of the Board of Directors were also in attendance on-site: John Ramsay, Chair of the Audit and Risk Committee, Carla Mahieu, Chair of the Compensation Committee, Antoine Firmenich, Chair of the Sustainability Committee, Sze Cotte-Tan, Frits van Paasschen, André Pometta, Richard Ridinger and Corien Wortmann. Erica Mann followed the AGM virtually via the webcast.

The invitation to the General Meeting was published in the Swiss Official Gazette of Commerce and on DSM-Firmenich's website on March 24, 2026. No requests for the inclusion of additional agenda items or with respect to the proposed agenda items were submitted.

The Integrated Annual Report 2025, which includes the management report, the financial statements, the compensation report and the sustainability statements, was published on the website on February 20, 2026.

Presence:

At 10:30 CEST, a total of 193'824'008 shares were represented at this meeting, being 76.42% of the issued capital eligible to vote.

The Chair stated that the meeting was properly organized for the transaction of business. No shareholder had any comments on these formal matters.

Agenda item 1: Reporting for the financial year 2025

Agenda item 1.1: Approval of the Management Report, consolidated financial statements and financial statements of DSM-Firmenich AG

The Board of Directors proposed the approval of the Management Report, the consolidated financial

statements and the financial statements of DSM-Firmenich for the financial year 2025.

The Chair noted that these are part of DSM-Firmenich's Integrated Annual Report 2025 which has been available to shareholders on DSM-Firmenich's website since February 20, 2026.

He further noted that PricewaterhouseCoopers AG, as statutory auditor, issued unqualified opinions and recommended that the consolidated and the financial statements 2025 be approved.

The Chair then noted that European Investors-VEB, who did not participate in the AGM, submitted questions to the Board of Directors ahead of the AGM in writing, and that these questions have been addressed in the presentation of the CEO.

The AGM approved the proposals of the Board of Directors on agenda item 1.1 with the following voting results:

VOTES FOR:	VOTES AGAINST:	ABSTENTIONS:
193'458'053 (99.81%)	128'242 (0.07%)	237'713 (0.12%)

Agenda item 1.2: Approval of the sustainability statements 2025

The Board of Directors proposed the approval of the sustainability statements 2025.

The Chair made some comments on the sustainability statements, which were prepared in compliance with Swiss law and in accordance with the European Sustainability Reporting Standards (ESRS).

The Chair further noted that PricewaterhouseCoopers performed a limited assurance engagement on the sustainability statements, and reported that the sustainability statements are prepared in all material respect in accordance with the ESRS and the double materiality assessment process carried out by DSM-Firmenich to identify the information reported, and that they meet the reporting requirements of the EU Taxonomy Regulation and of the Swiss Code of Obligations. The Chair further noted that PricewaterhouseCoopers performed a reasonable assurance engagement on certain sustainability information included in the sustainability statements, and reported that such information in this regard is prepared in all material respects in accordance with the ESRS.

No questions were asked and no comments were made by any shareholder.

The AGM approved the proposals of the Board of Directors on agenda item 1.2 with the following voting results:

VOTES FOR:	VOTES AGAINST:	ABSTENTIONS:
193'509'877 (99.84%)	35'016 (0.02%)	279'115 (0.14%)

Agenda item 1.3: Consultative vote on the Compensation Report 2025

The Board of Directors proposed the approval of the Compensation Report 2025 (consultative vote).

The Chair made remarks on the compensation report, which has been available to shareholders on

the company's website since February 20, 2026. He noted that PricewaterhouseCoopers reviewed the compensation report and confirmed that the information provided pursuant to art. 734a -734f CO complies with Swiss law and the articles of association.

No questions were asked and no comments were made by any shareholder.

The AGM approved the proposals of the Board of Directors on agenda item 1.3 with the following voting results:

VOTES FOR:	VOTES AGAINST:	ABSTENTIONS:
188'349'095 (97.17%)	5'463'423 (2.82%)	11'490 (0.01%)

Agenda item 2: Discharge of the members of the Board of Directors and the Executive Committee

The Board of Directors proposed that discharge be granted to the members of the Board of Directors and the members of the Executive Committee for the financial year 2025.

No questions were asked and no comments were made by any shareholder.

The AGM approved the proposals of the Board of Directors on agenda item 2 with the following voting results:

VOTES FOR:	VOTES AGAINST:	ABSTENTIONS:
173'687'687 (89.61%)	1'669'248 (0.86%)	18'467'073 (9.53%)

Agenda item 3: Appropriation of available earnings and repayment of reserves from capital contributions

The Board of Directors proposed the appropriation of the balance sheet profit of DSM-Firmenich AG in accordance with the terms set out in the table below, and a dividend of EUR 2.50 in cash per share, to be paid partially out of reserves from capital contributions (EUR 1.64 per share) and partially out of available earnings (EUR 0.86 per share).

The Chair notes that the ex-dividend date is 11 May 2026, the record date 12 May 2026, and the payment date 19 May 2026.

Distribution capacity

in million	EUR	EUR
	December 31, 2025	December 31, 2024
Reserves from capital contributions	21,392	22,771
Reserves from capital contributions reserved for cancellation related to the share capital reduction planned for February 2026	1,000	-
Other capital reserves	7,687	7,687
Legal capital reserves	30,079	30,458
Non-distributable legal capital reserves	(1,001)	(1)
Legal capital reserves available for distribution	29,078	30,457
Profit brought forward	4,009	3,622
(Loss)/Profit for the year	(527)	667
Available earnings	3,482	4,289
Forward contracts to repurchase shares	-	(109)
Treasury shares	(219)	(40)
Available earnings for distribution	3,263	4,140
Total legal capital reserves and available earnings for distribution	32,341	34,597

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

in million	EUR	EUR
	December 31, 2025	December 31, 2024
Proposed repayment of reserves from capital contributions	411	380
Reserves from capital contributions to be carried forward	20,981	22,391
Total	21,392	22,771

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

in million	EUR	EUR
	December 31, 2025	December 31, 2024
Proposed dividend payment out of available earnings	218	281
Available earnings to be carried forward	3,264	4,008
Total	3,482	4,289

The Chair explained that in its audit report, PricewaterhouseCoopers confirms that the proposed payment complies with Swiss law and the articles of association.

No questions were asked and no comments were made by any shareholder.

The AGM approved the proposals of the Board of Directors on agenda item 3 with the following voting results:

VOTES FOR:	VOTES AGAINST:	ABSTENTIONS:
192'845'344	819'377	159'287
(99.50%)	(0.42%)	(0.08%)

Agenda item 4: Elections to the Board of Directors and the Compensation Committee

Agenda item 4.1: Re-elections to the Board of Directors

The Chair mentioned that all members of the Board of Directors stand for re-election for a further term of office until the conclusion of the 2027 annual general meeting.

Under agenda sub-item 4.1.1, the Board of Directors proposed the re-election of Thomas Leysen as member and chairman of the Board of Directors for a term of office until the conclusion of the 2027 annual general meeting.

No questions were asked and no comments were made by any shareholder.

The AGM approved the proposal of the Board of Directors on agenda sub-item 4.1.1 with the following voting results:

VOTES FOR:	VOTES AGAINST:	ABSTENTIONS:
181'641'946 (93.72%)	12'136'248 (6.26%)	45'814 (0.02%)

Under agenda sub-items 4.1.2 to 4.1.11, the Board of Directors proposed the individual re-election of all other current members of the Board of Directors, each for a term of office until the conclusion of the 2027 annual general meeting.

Shareholders were asked to make any comments or ask questions on each of the ten other candidates. No questions were asked or comments made by any shareholder.

The AGM approved the proposals of the Board of Directors on agenda sub-items 4.1.2 to 4.1.11 in individually held elections within the same time frame with the following voting results:

	VOTES FOR:	VOTES AGAINST:	ABSTENTIONS:
Patrick Firmenich	169'059'202 (87.22%)	15'979'794 (8.25%)	8'785'012 (4.53%)
Sze Cotte-Tan	185'620'156 (95.77%)	8'198'207 (4.23%)	5'645 (0.00%)
Antoine Firmenich	152'444'526 (78.65%)	25'883'101 (13.35%)	15'496'381 (8.00%)
Erica Mann	190'953'198 (98.52%)	2'865'131 (1.48%)	5'679 (0.00%)
Carla Mahieu	190'529'080 (98.30%)	3'284'663 (1.69%)	10'265 (0.01%)
Frits van Paasschen	191'481'827 (98.79%)	2'331'314 (1.20%)	10'867 (0.01%)
André Pometta	173'677'110 (89.60%)	12'165'547 (6.28%)	7'981'351 (4.12%)
John Ramsay	188'165'508 (97.08%)	5'652'260 (2.92%)	6'240 (0.00%)
Richard Ridinger	181'702'192 (93.74%)	4'140'465 (2.14%)	7'981'351 (4.12%)
Corien Wortmann	192'819'824 (99.48%)	993'885 (0.51%)	10'299 (0.01%)

Agenda item 4.2: Re-elections to the Compensation Committee

Under agenda sub-item 4.2.2, the Board of Directors proposed the re-election of Thomas Leysen as member of the Compensation Committee for a term of office until the conclusion of the 2027 annual general meeting.

No questions were asked and no comments were made by any shareholder.

The AGM approved the proposal of the Board of Directors on agenda sub-item 4.2.2 with the following voting results:

VOTES FOR:	VOTES AGAINST:	ABSTENTIONS:
193'318'653 (99.74%)	497'299 (0.26%)	8'056 (0.00%)

Under agenda sub-items 4.2.1, 4.2.3 and 4.2.4, the Board of Directors proposed the re-election of Carla Mahieu, Frits van Paasschen and André Pometta as members of the Compensation Committee for a term of office until the conclusion of the 2027 annual general meeting.

The Chair asked shareholders to make any comments or ask questions on each of Carla Mahieu, Frits van Paasschen and André Pometta. No questions were asked and no comments were made by any shareholder.

The AGM approved the proposals of the Board of Directors on agenda sub-items 4.2.1, 4.2.3 and 4.2.4 in individually held elections within the same time frame with the following voting results:

	VOTES FOR:	VOTES AGAINST:	ABSTENTIONS:
Carla Mahieu	191'810'957 (98.96%)	2'000'375 (1.03%)	12'676 (0.01%)
Frits van Paasschen	192'263'146 (99.19%)	1'548'215 (0.80%)	12'647 (0.01%)
André Pometta	173'736'145 (89.64%)	4'128'497 (2.13%)	15'959'366 (8.23%)

Agenda item 5: Remuneration approvals**Agenda item 5.1: Remuneration of the Board of Directors**

The Board of Directors proposed the approval of a maximum total amount of remuneration for the Board of Directors of EUR 3,787,272 concerning the period from the AGM 2026 until the annual general meeting in 2027.

The Chair made comments on the proposed compensation and furthermore referred to the invitation and the Compensation Report 2025.

No questions were asked and no comments were made by any shareholder.

The AGM approved the proposals of the Board of Directors on agenda item 5.1 with the following

voting results:

VOTES FOR:	VOTES AGAINST:	ABSTENTIONS:
192'111'112 (99.12%)	1'645'772 (0.85%)	67'124 (0.03%)

Agenda item 5.2: Remuneration of the Executive Committee

The Board of Directors proposed the approval of a maximum total amount of remuneration of EUR 41,217,154 for the Executive Committee for the financial year 2027.

The Chair commented on the proposed compensation and referred to the invitation and the Compensation Report 2025 for more information.

No questions were asked and no comments were made by any shareholder.

The AGM approved the proposals of the Board of Directors on agenda item 5.2 with the following voting results:

VOTES FOR:	VOTES AGAINST:	ABSTENTIONS:
190'738'271 (98.41%)	2'902'782 (1.50%)	182'955 (0.09%)

Agenda item 6: Election of the statutory auditor for 2026

The Board of Directors proposed the re-election of PricewaterhouseCoopers AG, Basel as the statutory auditor for the financial year 2026.

The Chair noted that PricewaterhouseCoopers AG is a company supervised by the Swiss Federal Audit Oversight Authority and has confirmed that it meets all independence requirements to carry out the audit mandate and that they would accept the mandate.

No questions were asked and no comments were made by any shareholder.

The AGM approved the proposals of the Board of Directors on agenda item 6 with the following voting results:

VOTES FOR:	VOTES AGAINST:	ABSTENTIONS:
193'816'163 (100.00%)	2'491 (0.00%)	5'354 (0.00%)

Agenda item 7: Re-election of the Independent Proxy

The Board of Directors proposed the re-election of Christian Hochstrasser as the independent proxy for a one-year term until conclusion of the 2027 AGM.

The Chair noted that Mr. Hochstrasser has confirmed that he is sufficiently independent to carry out

the mandate and that he would accept his re-election.

No questions were asked and no comments were made by any shareholder.

The AGM approved the proposals of the Board of Directors on agenda item 7 with the following voting results:

VOTES FOR:	VOTES AGAINST:	ABSTENTIONS:
191'409'764	1'428'707	985'537
(98.75%)	(0.74%)	(0.51%)

The Chair closed the meeting at 11:34 CEST.

Kaiseraugst, May 7, 2026



Thomas Leysen
(Chair)



Laetitia Pictet
(Company Secretary)