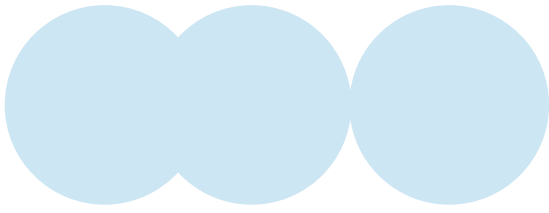




## Invitation to the Annual General Meeting of DSM-Firmenich AG

Date: Thursday, 7 May 2026  
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 Thursday 7 May 2026 at our head office at Wurmisweg 576, 4303 Kaiseraugst, Aargau, Switzerland, at 10.30 CEST ("**AGM 2026**"). The doors will open at 10.00 CEST.

Shareholders may also attend the AGM 2026 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 2026 will be broadcast live on [corporate-governance/agm](#), and will be held in English, with simultaneous translations into Dutch, French and German.

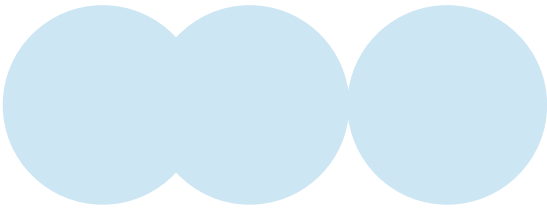
The supporting documents for the meeting are available on our website at [corporate-governance/agm](#).

I hope we will have the pleasure of welcoming you either in person or virtually at the AGM 2026.

Yours sincerely,



Thomas Leysen  
Chairman of the Board of Directors



## AGENDA

### 1. Reporting for the financial year 2025

#### 1.1. Approval of the Management Report, consolidated financial statements and 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 financial statements of DSM-Firmenich for the financial year 2025.

##### Explanation

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

The Management Report<sup>1</sup>, the annual consolidated financial statements and the financial statements of DSM-Firmenich are included in DSM-Firmenich's Integrated Annual Report 2025 (the "**Integrated Annual Report**", available on [corporate-governance/agm](#)).

In its audit reports, DSM-Firmenich's statutory auditors, PricewaterhouseCoopers AG, Basel ("**PwC**"), recommend to the AGM 2026 in unqualified opinions that the consolidated financial statements and the financial statements of DSM-Firmenich for the financial year 2025 be approved.

#### 1.2. Approval of the Sustainability Statements 2025

##### Proposal

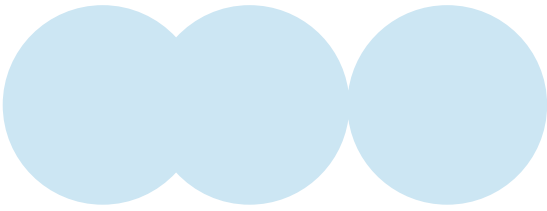
The Board of Directors proposes the approval of the Sustainability Statements 2025.

##### Explanation

As required under Swiss law, the Board of Directors submits the Sustainability Statements 2025 to the annual general meeting for approval.

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<sup>1</sup> The Management Report consists of the following chapters of our Integrated Annual Report (pdf version): "Our Company" (pages 4-22), "Our Businesses" (pages 23-45), "Our Performance" (pages 46-71) and "Governance, Risk Management & Business Ethics" (pages 72 to 104).



The Sustainability Statements 2025 outline DSM-Firmenich's strategic sustainability framework, related targets and positions, and its approach and progress in achieving such targets and positions.

The Sustainability Statements 2025 are included in the Integrated Annual Report<sup>2</sup> and are available on [corporate-governance/agm](#).

PwC performed a limited assurance engagement on the sustainability statements included in the Integrated Annual Report (with reasonable assurance on selected metrics) and have provided unqualified limited assurance and reasonable assurance conclusions.

### 1.3. Consultative vote on the Compensation Report 2025

#### Proposal

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

#### Explanation

As required under Swiss law, the Board of Directors submits the Compensation Report 2025 to the annual general meeting for a consultative vote.

The Compensation Report 2025 is included in the Integrated Annual Report<sup>3</sup> 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 these governing bodies.

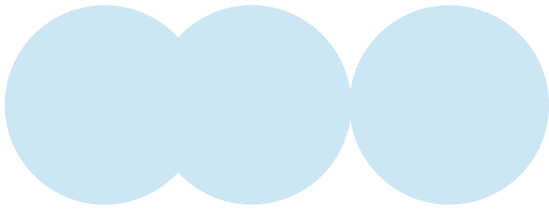
The Compensation Report 2025 also demonstrates that the compensation of the Board of Directors (between the AGM 2025 and the AGM 2026) and the Executive Committee (for the financial year 2025) are covered by the shareholders' votes cast in the annual general meeting held on 6 May 2025 (concerning the Board of Directors) and on 7 May 2024 (concerning the Executive Committee).

PwC has confirmed that the information in the Compensation Report 2025 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**").

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<sup>2</sup> The Sustainability Statements 2025 consist of the following chapter of our Integrated Annual Report (pdf version): "Sustainability Statements" (pages 127-222).

<sup>3</sup> The Compensation Report 2025 consists of the following chapter of our Integrated Annual Report (pdf version): "Compensation" (pages 105-124)



## 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 2025.

### Explanation

Having accounted for the performance in the 2025 financial year in the Integrated Annual Report, the Board of Directors asks the AGM 2026 to grant discharge to the members of the Board of Directors and the Executive Committee for the financial year 2025 in a global vote. The discharge applies only in respect of disclosed facts.

## 3. Appropriation of available earnings and repayment of reserves from capital contributions

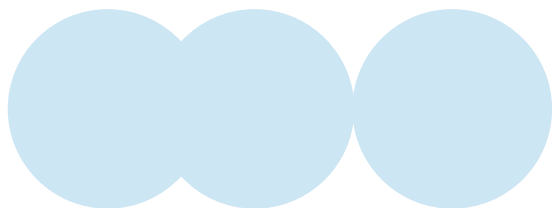
### Proposal

The Board of Directors proposes the appropriation of the available earnings of the Company and the repayment of reserves from capital contributions in accordance with the terms set out in the table below, and a dividend/repayment of reserves from capital contributions amounting in total to EUR 2.50 cash per share<sup>4</sup>. Of this total dividend, EUR 1.64 per share is to be paid out of reserves from capital contributions and the remaining EUR 0.86 per share is to be paid out of available earnings.

*[table on following page]*

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



### Distribution capacity

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

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

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

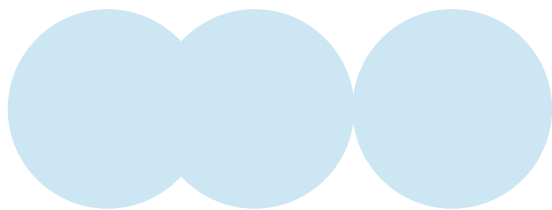
### The Board of Directors proposes the following dividend from available earnings:

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

The last trading day with entitlement to receive the dividend is 8 May 2026. As from 11 May 2026 (*ex-dividend date*), the shares will be traded ex-dividend. The record date will be 12 May 2026, and the payment date 19 May 2026.

### Explanation

If the above proposal for appropriation of available earnings and distribution of reserves from capital contributions is approved, the dividend/repayment of reserves from capital contributions of EUR 2.50 per share will be paid, in line with the Company's policy, partially (EUR 1.64 per share) out of reserves from capital contributions without deduction of any Swiss withholding tax, and partially (EUR 0.86 per share) 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 dividend is in alignment with the Company's policy of a stable, preferably rising dividend.

In its audit report that accompanies the Company's financial statements, PwC 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 2027 (currently expected to take place on 24 March 2027) ("**AGM 2027**").

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

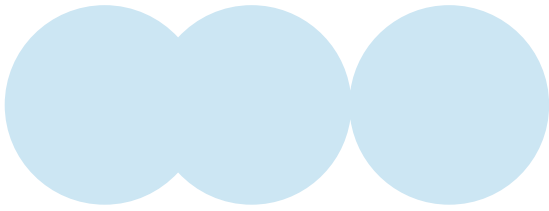
4.1.9 Re-election of John Ramsay

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 Shareholder<sup>5</sup> (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, Risk Management and Business Ethics report included in the Integrated Annual Report, available on [corporate-governance/agm](https://www.dsm-firmenich.com/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 2027:

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

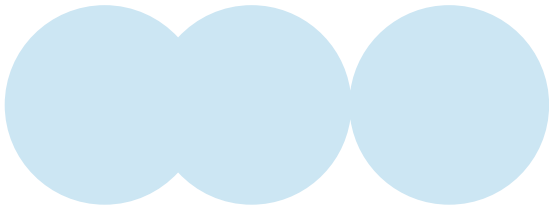
### Explanation

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

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<sup>5</sup> As such term is defined in Art. 4.4 of the Articles of Association available on [Articles & charters](#)



## 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 3,787,272 concerning the period from the AGM 2026 until the AGM 2027.

#### Explanation

The annual general meeting approves the maximum total amount of compensation for the Board of Directors until the next annual general meeting. The Compensation Report 2025 (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 in the remuneration set-up for the period between the AGM 2026 and the AGM 2027. Therefore, the amount is comparable to the previously approved maximum total 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 the 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.

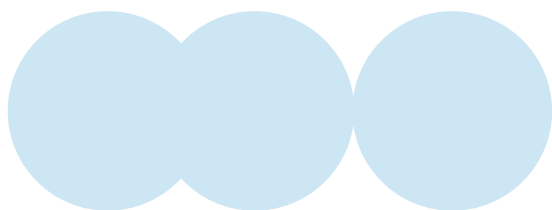
The proposed maximum total amount of remuneration for the Board of Directors for the period from the AGM 2026 until the AGM 2027 does not include the company-related portion of social security contributions due in line with applicable laws in any relevant jurisdiction. Other than mandatory contributions 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 fees of the Board of Directors are determined and paid in Swiss Francs, while the Company currency is the Euro. The conversion rate considered to establish the proposed maximum total amount of compensation for the Board of Directors is EUR 1 = CHF 0.93.

### 5.2 Remuneration of the Executive Committee

#### Proposal

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



### Explanation

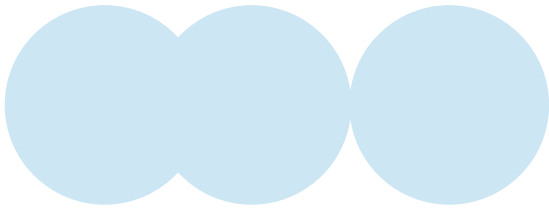
The annual general meeting approves the maximum total amount of the compensation of the Executive Committee for the next financial year. The Compensation Report 2025 (which is included in the Integrated Annual Report and available on [corporate-governance/agm](#)) provides an overview of the remuneration principles and the remuneration set-up for the Executive Committee.

The maximum total amount of remuneration proposed for the Executive Committee for the financial year 2027 is lower compared to the financial year 2026, driven by changes in the composition of the Executive Committee which is partly offset by the adjusted Swiss Franc (CHF) – Euro (EUR) currency conversion. The below table provides insight into the composition of the amount.

	Amount anticipated for 2027 in EUR	Amount approved for 2026 in EUR
Fixed remuneration and benefits	12,933,409	13,767,824
Short-Term Incentive	13,819,214	14,672,465
Long-Term Incentive	12,394,282	11,548,961
Other	2,070,249	3,992,822
<b>Total</b>	<b>41,217,154</b>	<b>43,982,072</b>

The proposed maximum total amount of remuneration for the Executive Committee for 2027 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, 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 2.1 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 any 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 terms and conditions in the employment agreements of the members of the Executive Committee are defined in Swiss Francs, while the Company currency is the Euro. The conversion rate considered to establish the total maximum amount of remuneration for the Executive Committee for 2027 is EUR 1 = CHF 0.93.



## 6. Re-Election of the Statutory Auditor for 2026

### Proposal

The Board of Directors proposes the re-election of PricewaterhouseCoopers AG, Basel ("**PwC**") as the statutory auditor for the financial year 2026.

### Explanation

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

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, Risk Management and Business Ethics report included in the Integrated Annual Report available on [corporate-governance/agm](https://www.dsm-firmenich.com/corporate-governance/agm).

## 7. Re-Election of the Independent Proxy

### Proposal

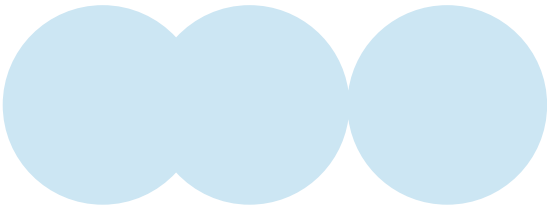
The Board of Directors proposes the re-election of Christian Hochstrasser, Attorney-at-Law, LenzCaemmerer, Elisabethenstrasse 15, 4051 Basel, Switzerland, as the independent proxy for a term of one year, ending upon conclusion of the AGM 2027.

### 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 one year, ending upon conclusion of the next annual general meeting.

Christian Hochstrasser 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.

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## Organizational Notes

The prevailing AGM 2026 invitation (including the agenda) is published in the [Swiss Official Gazette of Commerce](#). Access to the AGM 2026 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 2025 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 2025 includes the Management Report, the Sustainability Statements 2025, the Compensation Report 2025 as well as the annual financial statements and consolidated financial statements. The Sustainability Statements 2025 and the Compensation Report 2025 (each of which are an extract of the Integrated Annual Report 2025) are available on a standalone basis on our website at [corporate-governance/agm](#).

### **Record Date**

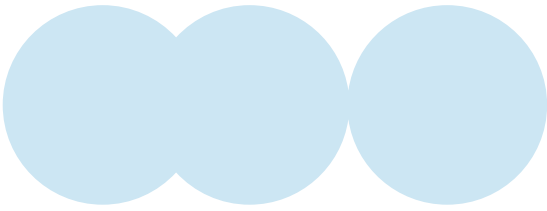
To have the right to participate in and to vote at the AGM 2026, you must be a holder of DSM-Firmenich AG shares on **9 April 2026, at 17:30 CEST** (the "Record Date").

### **Admission to the AGM 2026 in General**

The AGM 2026 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, Attorney-at-Law, LenzCaemmerer, Elisabethenstrasse 15, 4051 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 2026, 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 **Attendance and Voting**.

#### (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 Nederland<sup>6</sup> (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 will receive instructions from their intermediary on how to participate in the meeting either physically, virtually or by giving voting instructions to the Independent Proxy or another duly authorized proxy. Intermediaries must, no later than **4 May 2026, 16:00 CEST**, present a statement to ABN AMRO Bank N.V., Corporate Broking & Issuer Services, Gustav Mahlerlaan 10, 1082 PP Amsterdam (tel. +31 (0)20 6286070 / e-mail: [corporate.broking@nl.abnamro.com](mailto: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](http://www.abnamro.com/evoting). Holders of shares will then receive a registration confirmation via the intermediary or directly from ABN AMRO.

#### Attendance & Voting

To facilitate the exercise of shareholder rights (and for Euronext Shareholders, as an alternative to (b) above), 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](http://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 2026.

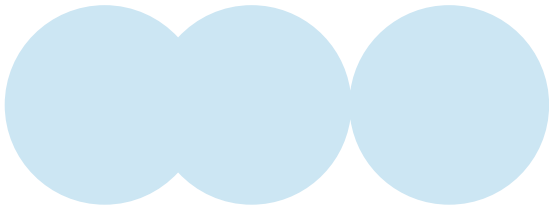
For Shareholders wishing to attend the AGM 2026 in person, or to give a proxy to a third party, see subsection a) below.

For Shareholders wishing to attend the meeting virtually, and to vote online, see subsection b) below.

For Shareholders wishing to give voting instructions to the Independent Proxy, see subsection c) below.

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<sup>6</sup> 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 (*Wet giraal effectenverkeer*).



a) Physical Attendance/Attendance by Proxy

Shareholders entitled to vote and who wish to attend the AGM 2026 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](http://www.abnamro.com/evoting) (or to return the written materials, as applicable) by no later than **4 May 2026 at 12:00 CEST**, or let their intermediary know that they wish to 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 2026.

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](http://corporate-governance/agm).

b) Virtual Attendance & Live Voting

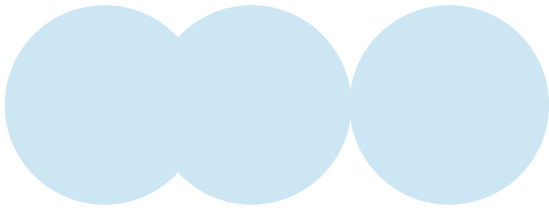
Shareholders are entitled to attend the meeting virtually and to vote if, apart from being Shareholders on the Record Date, they have notified their desire to participate in the meeting no later than **4 May 2026, 12:00 CEST** via the electronic voting platform at [www.abnamro.com/evoting](http://www.abnamro.com/evoting). 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](http://www.gvote.ch). Shareholders must log in to the meeting on **Thursday 7 May 2026** as from **9:30 CEST** onwards and must have completed the admission procedure for the meeting before 10:30 CEST. DSM-Firmenich may decide to 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](mailto:corporate.broking@nl.abnamro.com) before **4 May 2026, 12:00 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](http://www.abnamro.com/evoting)), and (ii) has indicated that he/she/it would like to use this opportunity upfront **before 4 May 2026, 12:00 CEST** via email to [corporate.broking@nl.abnamro.com](mailto: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 2026, 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](http://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](http://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.



### c) 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](http://www.abnamro.com/evoting) or in writing, using the proxy forms available on [corporate-governance/agm](http://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 2026). 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 **4 May 2026, 12:00 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](http://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 2026.

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 2026 will be broadcast live at [corporate-governance/agm](http://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](http://corporate-governance/agm) for further information or contact us at [investors@dsm-firmenich.com](mailto:investors@dsm-firmenich.com).

**Kaiseraugst, 24 March 2026**