



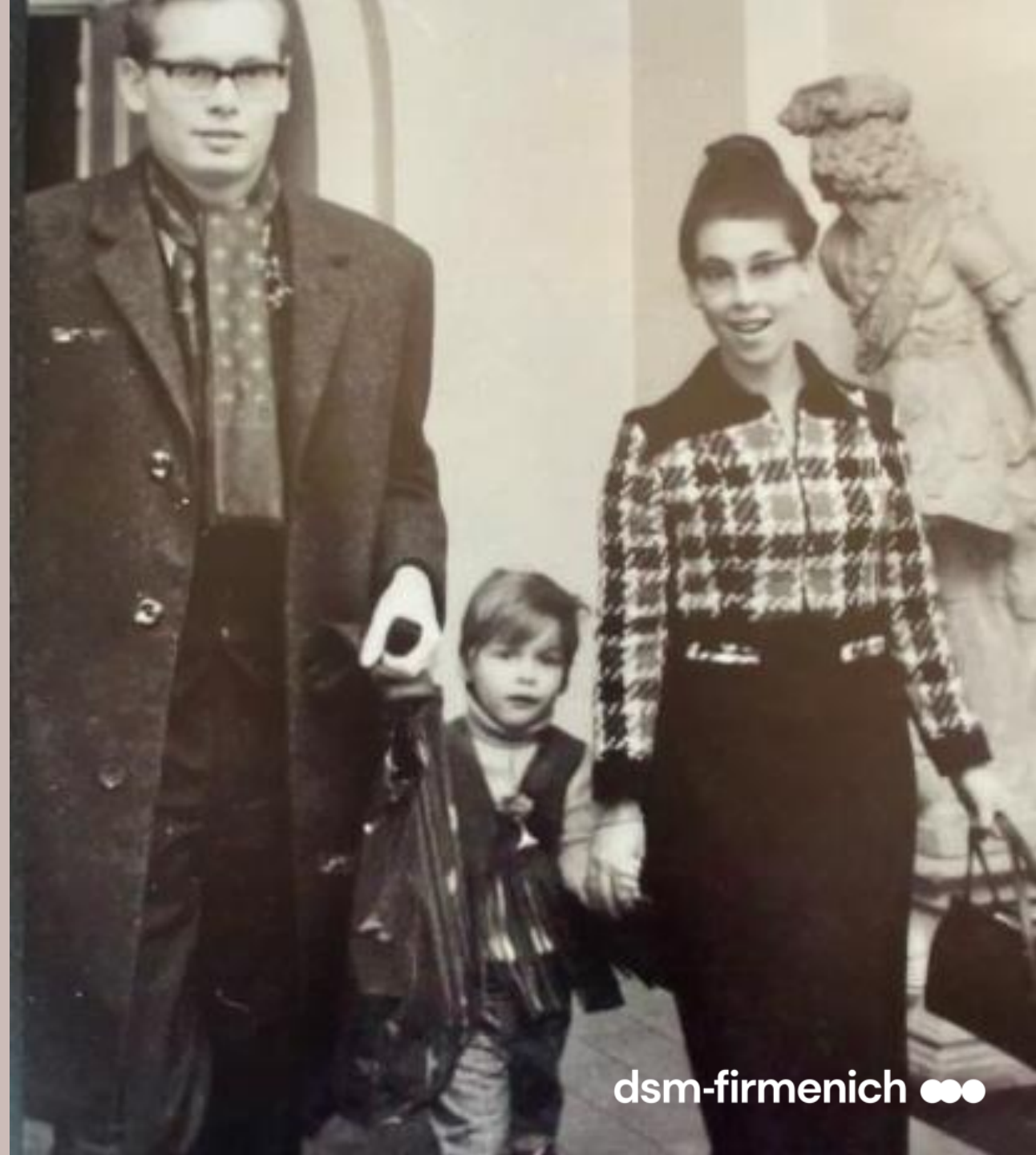
We bring progress to life

Dimitri de Vreeze
Chief Executive Officer

March 25, 2025

dsm-firmenich 

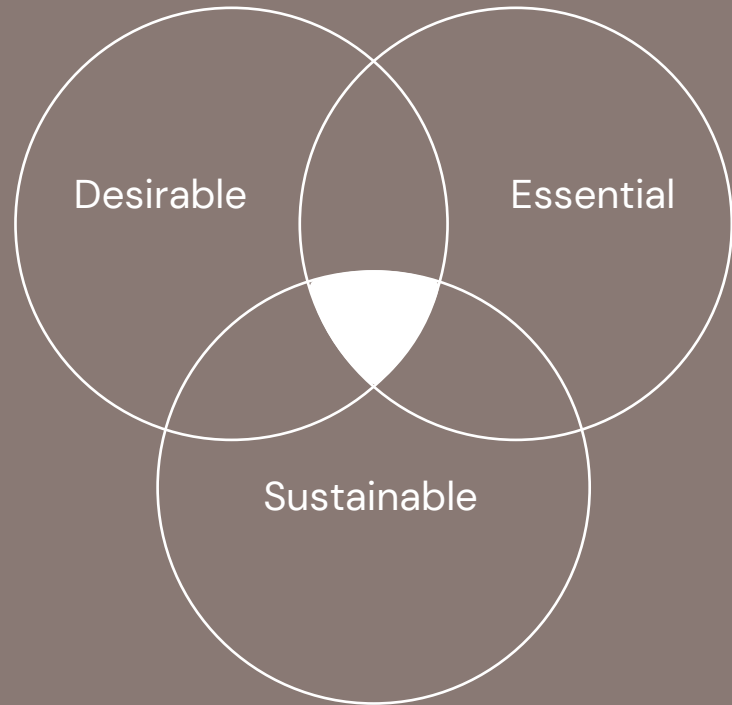
Capability...
... comes with
responsibility





dsm-firmenich:
Innovators in health, nutrition and beauty

We bring progress to life



We are a Category of One

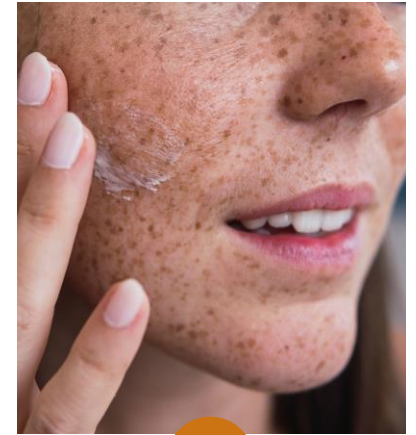
Nutrition



Health



Beauty



Fueled and backed by science

There is a growing market and demand for what we do

Increasing focus on **Lifespan vitality**



Of global consumers attribute high importance to a healthy, natural & clean diet, influencing the **Nutrition** space

Growing awareness for **Preventative healthcare**



Share of spend on preventative **Health** vs curing is expected to increase from 20% today to 50% in the future

Rising expectations around **Well-being**



Demand for **Fragrances & Beauty** accelerating, with higher spend amongst younger generation – 73% of consumers saying scent is a purchase driver

Taste, Texture & Health



**Healthier. More delicious.
Better for people and planet**

Health, Nutrition & Care



Together elevating health

Perfumery & Beauty



**Beyond well-being
Uniting delight and care
for positive impact**

The combination of **our capabilities** and these **macro trends** is building a better business and driving sustainable returns.

Our journey towards bringing progress to life



Dream



Bringing progress to life

By combining the Essential, Desirable & Sustainable

Merge



2 iconic companies coming together

Focus



Full focus on building a leading consumer company in Nutrition, Health & Beauty

Separating Animal Nutrition & Health

Tune



Prioritization of high growth, high margin segments with a calibrated steering approach

Accelerate



Innovation and Creation-led growth, backed by science & sustainability

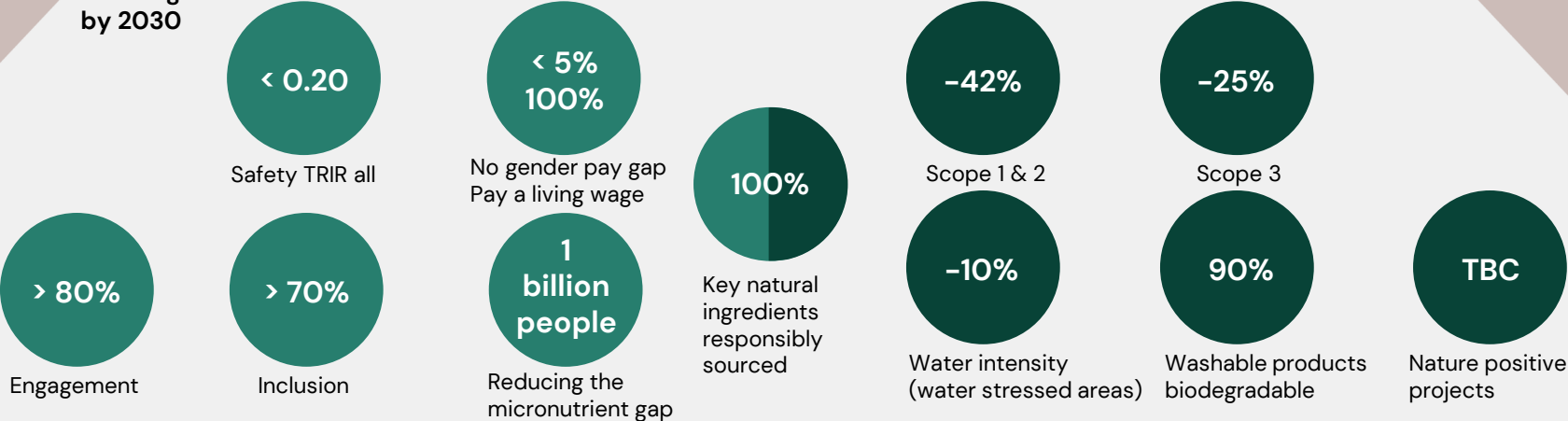
A Category of One

We bring progress to life
 Our sustainability program
People. Planet. Progress

Our focus areas

- | | | |
|---|---|---|
| <p>People</p> <ul style="list-style-type: none"> Promote human rights and needs Fuel healthy lives Nurture wellbeing | <p>People & Planet</p> <ul style="list-style-type: none"> Design sustainable products Foster a responsible value chain | <p>Planet</p> <ul style="list-style-type: none"> Accelerate climate action Safeguard nature and biodiversity Conserve our planet's resources |
|---|---|---|

Our targets by 2030



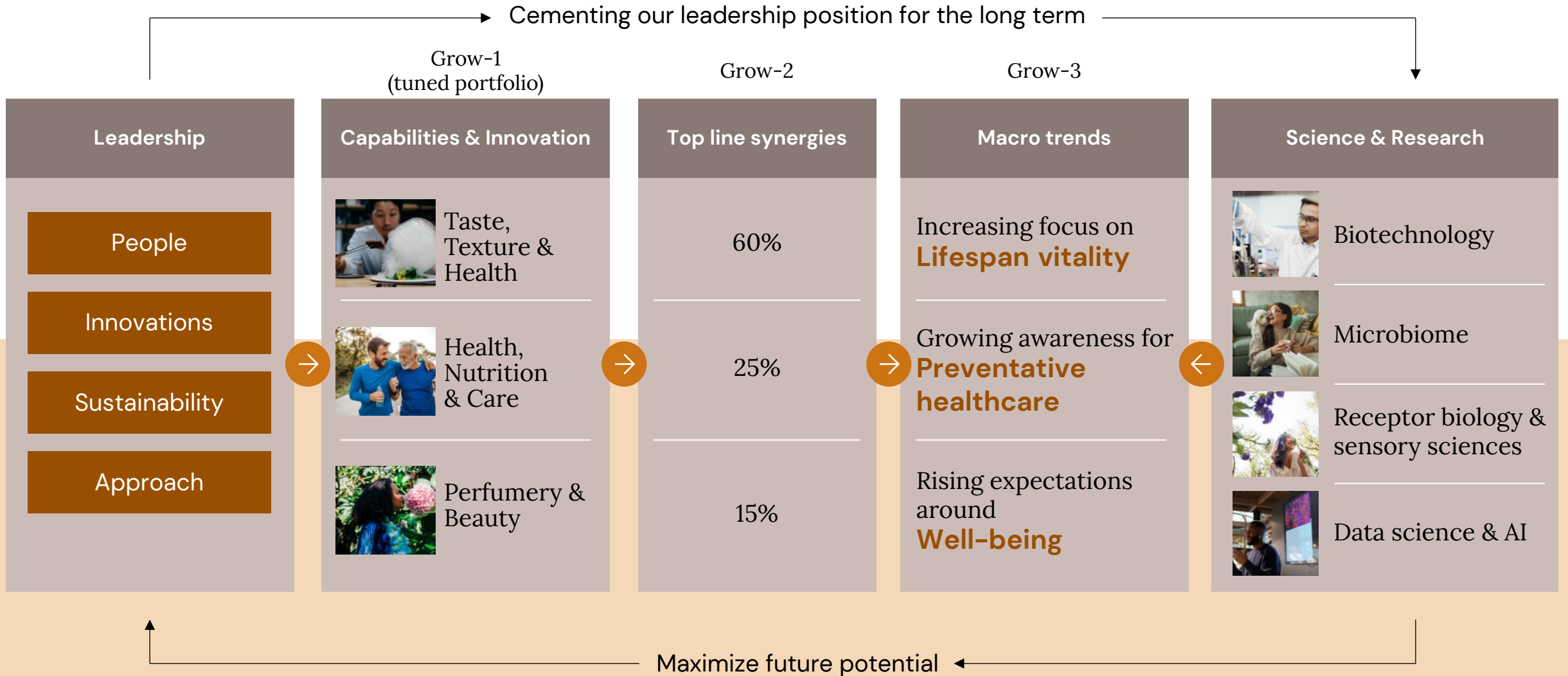
Business Unit translation

Perfumery & Beauty
 Beyond wellbeing. Uniting delight and care for positive impact

Taste, Texture & Health
 Healthier. More delicious. Better for people and planet

Health, Nutrition & Care
 Together elevating health

Harnessing sustainability: a catalyst for business growth at dsm-firmenich



We bring progress to life