

Driving shareholder value through sustainability

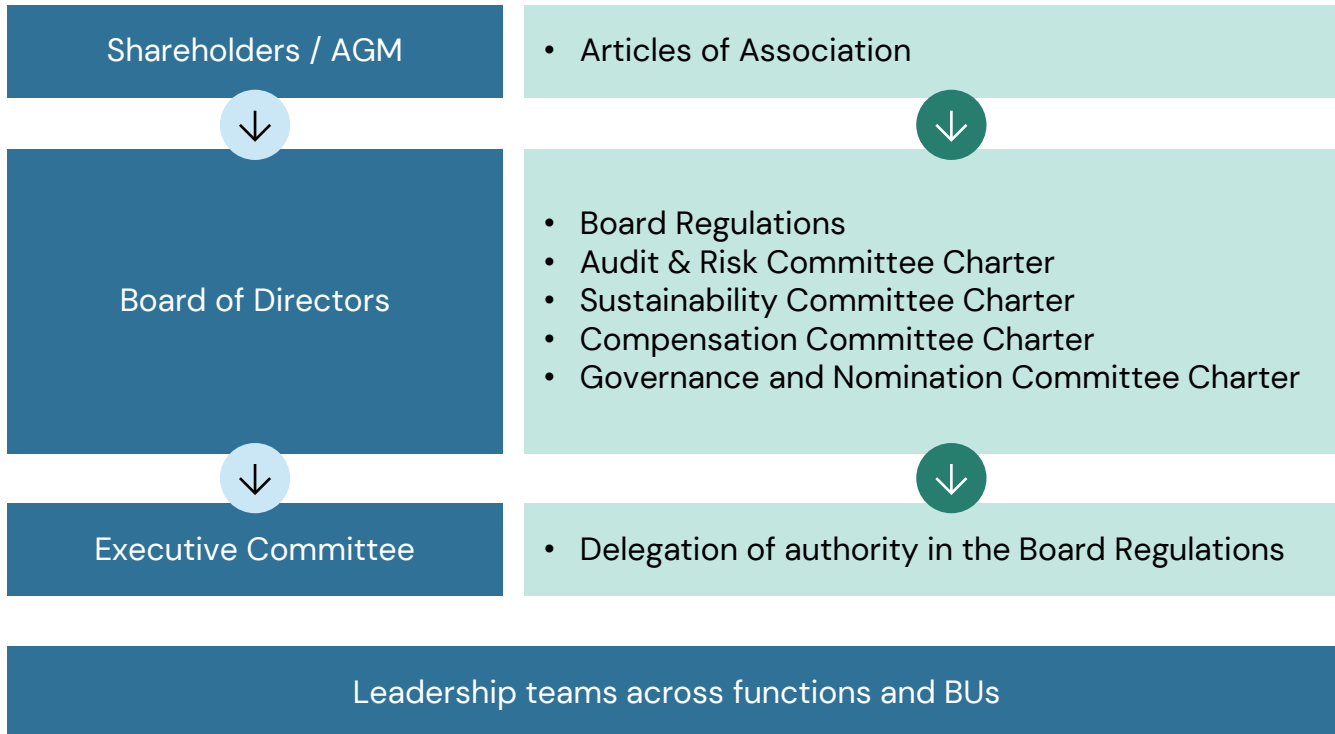
Ralf Schmeitz
Chief Financial Officer

March 25, 2025

dsm-firmenich 

Solid foundations: starting with good governance

Mitigating risks and enhancing business resilience

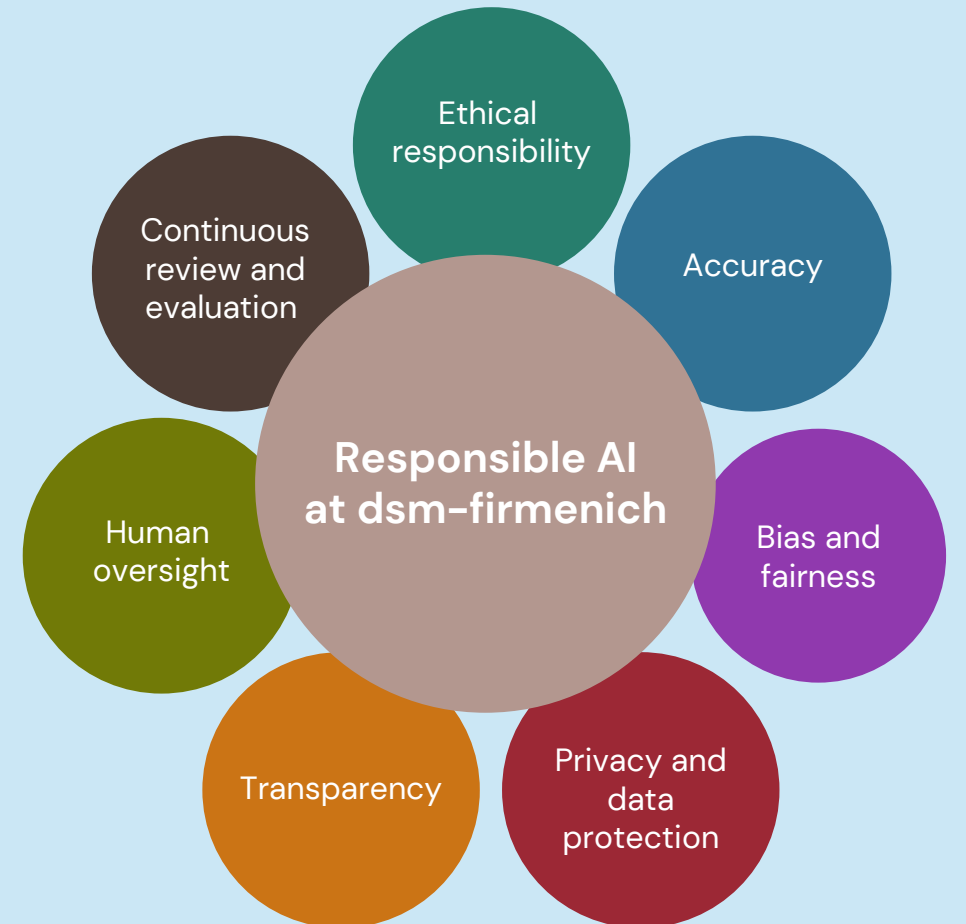


- Good governance ensures making the right decisions, fosters trust and accountability across all stakeholder groups
- Good governance includes:
 - Strong board structure
 - Transparent remuneration
 - Securing shareholder rights
 - Excellence in audit and risk
- Focus on emerging topics:
 - Cyber security, information security, data governance, and Artificial Intelligence

Example: Governance in an evolving digital environment

dsm-firmenich has robust policies, procedures and controls including on information security, data governance and Artificial Intelligence

- A single and integrated cybersecurity framework and governance across Information Technology, Operations Technology, and R&D laboratory systems
- Cybersecurity & information security is reviewed periodically by the Audit & Risk Committee
- Cyber Security Group Policy, Cyber Security Group Standards, Data Governance policy launched in 2024
 - Policy includes cyber insurance
- No major cyber incidents to date since merger
- Using Artificial Intelligence in the right way:
 - BoD and ExCo trained in AI in 2024
 - Risks and Opportunities of AI are periodically reviewed



Transparency in reporting is essential for all stakeholders

It builds trust, enhances decision-making, fosters accountability



- Transparency in reporting is a strong value proposition toward our shareholders
- We focused on the alignment of definitions and integration of reporting systems and methodologies in our first year
- Our Integrated Annual Report 2024 was our first full-year report as one company
- In addition to the Swiss Code, we reported in accordance with the requirements of CSRD/ESRS, supporting transparency:
 - Aligning the information that companies provide (improved comparability)
 - Enabling better informed decisions and focusing on what is material

Transparency and compliance in ESG reporting drives higher rankings and inclusion in benchmarks



FTSE4Good



- ESG ratings support investors in assessing companies in effectively managing environmental, social, and governance risks
- Our positive (low-risk) ratings are important for all stakeholders: customers, suppliers, employees and investors. It shows that the quality of our reporting is recognized, and that we are driving progress on ESG metrics
- We are committed to continue improving our data transparency (and ratings), to satisfy stakeholders' increasing requirements on sustainability impact
- March 2025 success: inclusion of dsm-firmenich in the Euronext AEX ESG index

Reporting on our clear ambitions: both financial and on sustainability

Mid-term financial objectives

Sales	EBITDA	Cash
Mid-single digit percentage of organic sales growth moving to a 5-7% range, supported by revenue synergies and innovations	Adjusted EBITDA margin moving to the 22-23% range, supported by synergies and innovations	Cash-to-sales conversion of >10%

Sustainability targets

People		Planet	
1 billion people Reducing the micronutrient gap	< 5% 100% • No gender pay gap • Pay a living wage	-42% Scope 1 & 2	-25% Scope 3
< 0.20 Safety TRIR all	> 80% Engagement	-10% Water intensity (water stressed areas)	90% Washable products biodegradable
> 70% Inclusion		TBC Nature positive projects	
	100%	Key natural ingredients responsibly sourced	

Sustainable operations contributes to resilience, efficiency and performance

Program results (2021-2024)

GHG program

>€50m Invested 80kt CO₂ Reduction 0.5yr – 10yr Payback range ¹

Minhang heat pump installation



Sisseln biomass plant



Toward 2030

Dedicated experts develop site roadmaps:

- Renewable energy and electrification
- Operational and process optimization and efficiency
- State-of-the-art equipment

2030

Targets

42%

Scope 1 & 2
reduction

10%

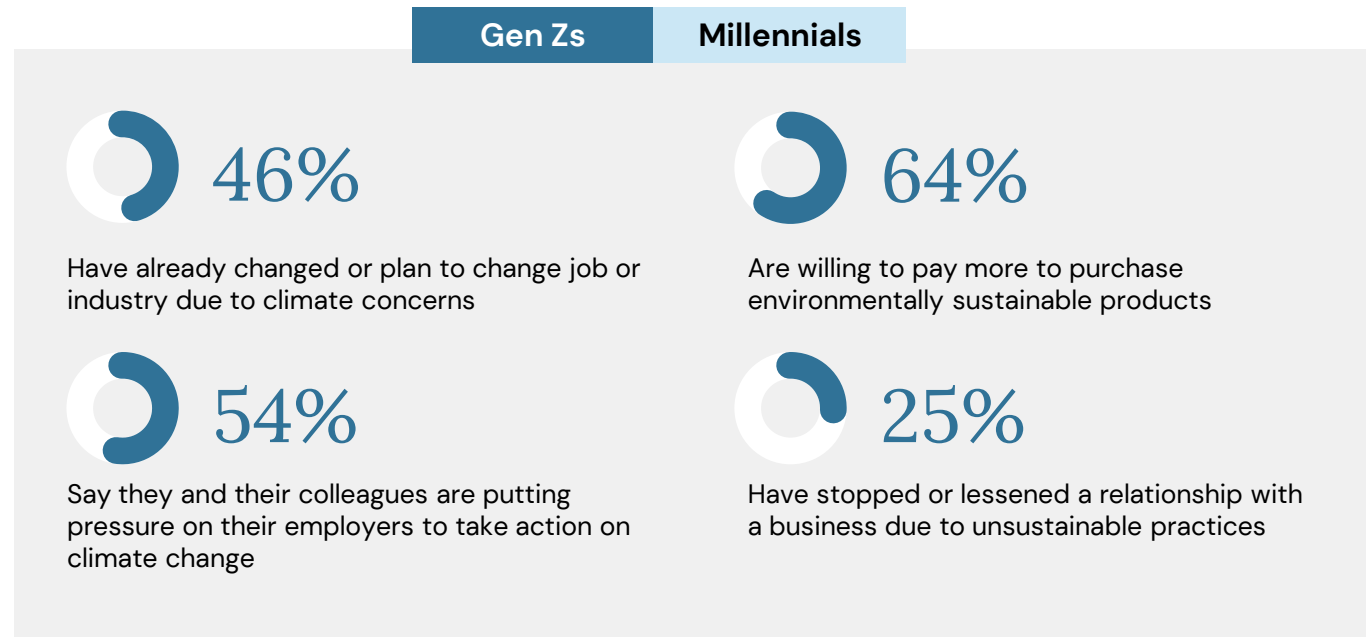
water withdrawal in
water-stressed areas

Sustainability as a core business driver

Create shareholder value by integrating ESG in business strategies

PwC (2024): consumers willing to pay 9.7% sustainability premium

"While cost-of-living pressures weigh, some consumers say they are willing to spend 9.7% more, on average, for sustainably produced or sourced goods, as almost nine in ten (85%) report experiencing first-hand the disruptive effects of climate change in their daily lives"



Deloitte (2024):

"64% of Gen Zs and 63% of millennials are willing to pay more to purchase environmentally sustainable products and services"

- Integrating ESG in the business strategy of a company results in:
 - Cost savings
 - Brand loyalty
 - Better reputation
 - Higher prices as consumers might be willing to pay more
- Firms with a superior sustainability profile are expected to generate higher growth and earnings in the future

Sustainability driving our business performance



Perfumery & Beauty

- Upcycled fragrance ingredients
- Encapsulation technology improving performance of fragrances



Health, Nutrition & Care

- Algal Omega-3
- i-Health probiotics



Taste, Texture & Health

- Sugar reduction platform
- Plant-based solutions (dairy, tuna, a/o)

To summarize: dsm-firmenich is creating long-term shareholder value across three dimensions



Low ESG risk, transparency & strong governance

Transparency in reporting
(incl. : MSCI, Sustainalytics, ISS, GL S&P, Bloomberg)

Disclosure IAR, factbook

Compliance with CSRD, ESRS

Alignment GRI, TCFD



Positive impact societal & environmental

Taking positive steps to care for the world with our sustainable solutions



Strong Financial Performance

Sustainability as business driver, supportive to our financial ambitions including higher growth, higher margins

Contributing to LT-shareholder value

We bring progress to life