

# How sustainability drives impact & business value

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# Sustainability: a necessity and an opportunity

We nurture a healthier, more inclusive and equitable world for people - in our company and around the world

We foster a net zero world where ecosystems flourish, nature regenerates and our planet's resources are conserved for a sustainable future



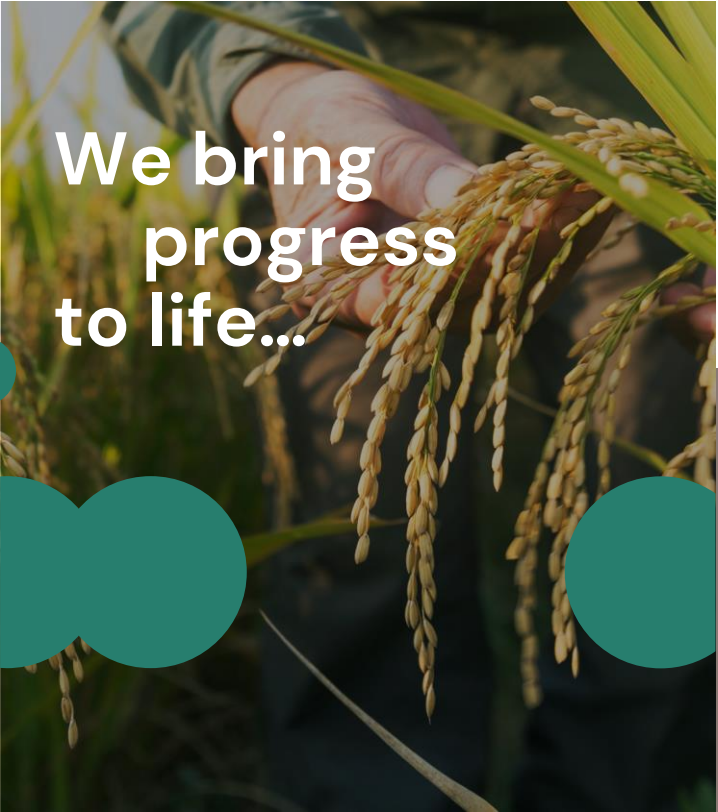
## The what

The products and solutions we provide



## The how

Through how we run our business



The world is in flux, but we drive the right progress—benefiting both business and society

Sustainability  
is inherent  
in our purpose

We are  
Science-driven

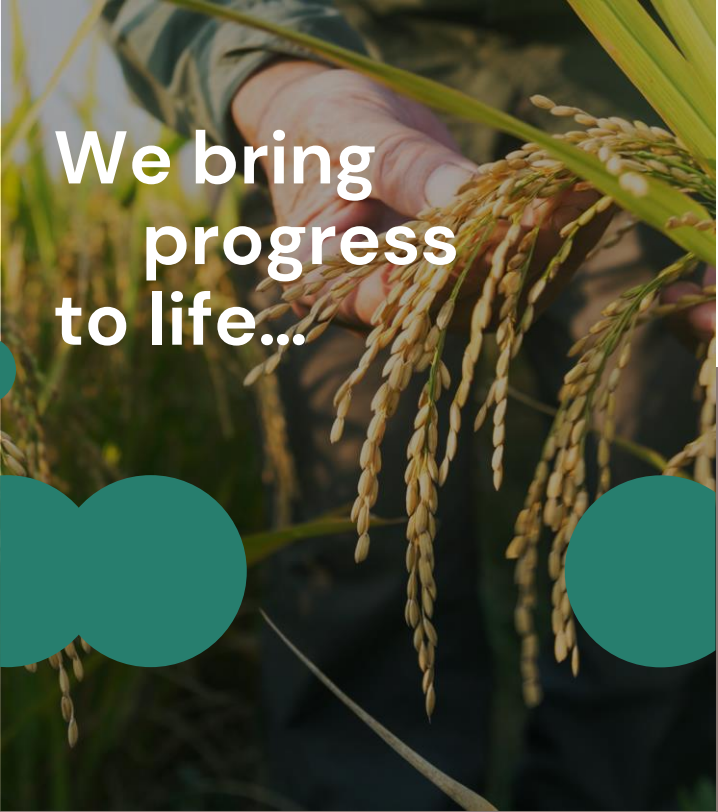


Our  
Sustainability program  
delivers positive  
impact and business  
performance

We stay the course



We bring  
progress  
to life...

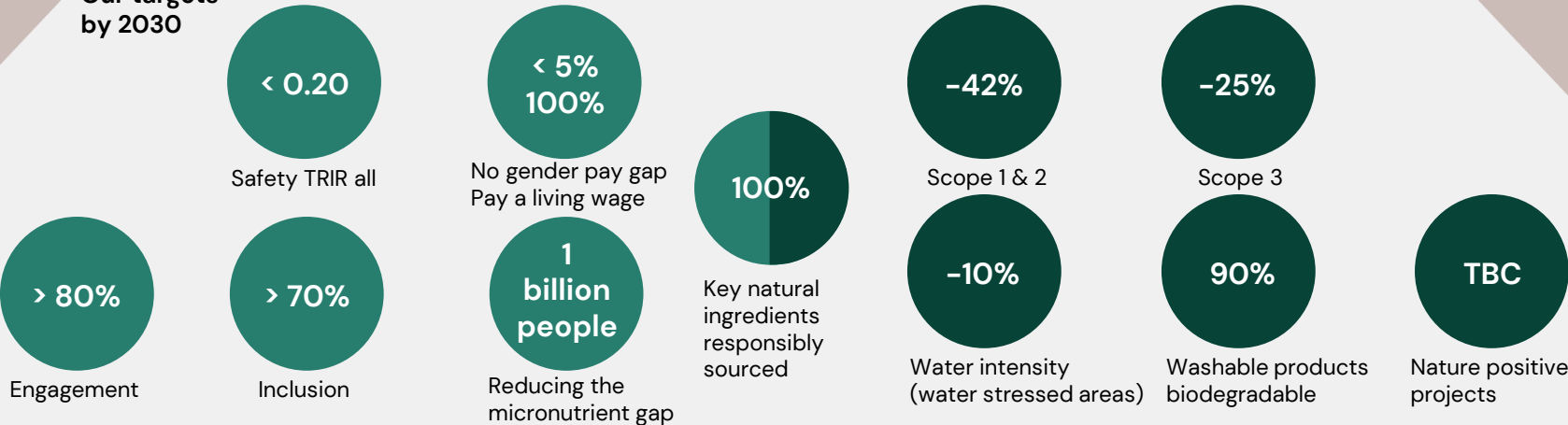


**We bring progress to life**  
 Our sustainability program  
**People. Planet. Progress**

**Our focus areas**

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

**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

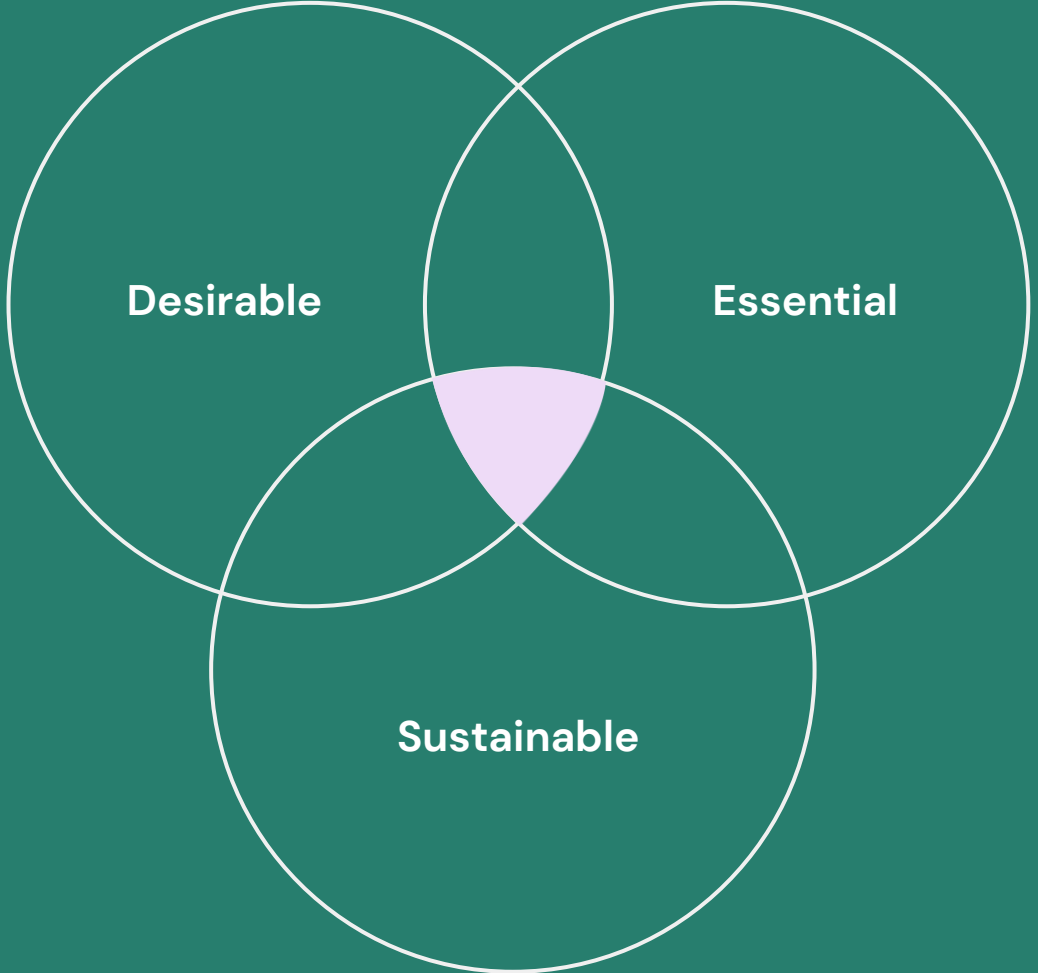
**Health, Nutrition & Care**  
 Together elevating health

# Sustainability is inherent in our purpose

We bring progress to life by combining the essential, the desirable, and the sustainable

Sustainability is not a separate initiative; it is far more important – we live it through our products, services and solutions; through how we create, source and deliver

# We bring progress to life



# Our focus areas

## People



Promote human rights and needs



Fuel healthy lives



Nurture wellbeing

## People & Planet



Design sustainable products



Foster a responsible value chain

## Planet



Accelerate climate action



Safeguard nature and biodiversity

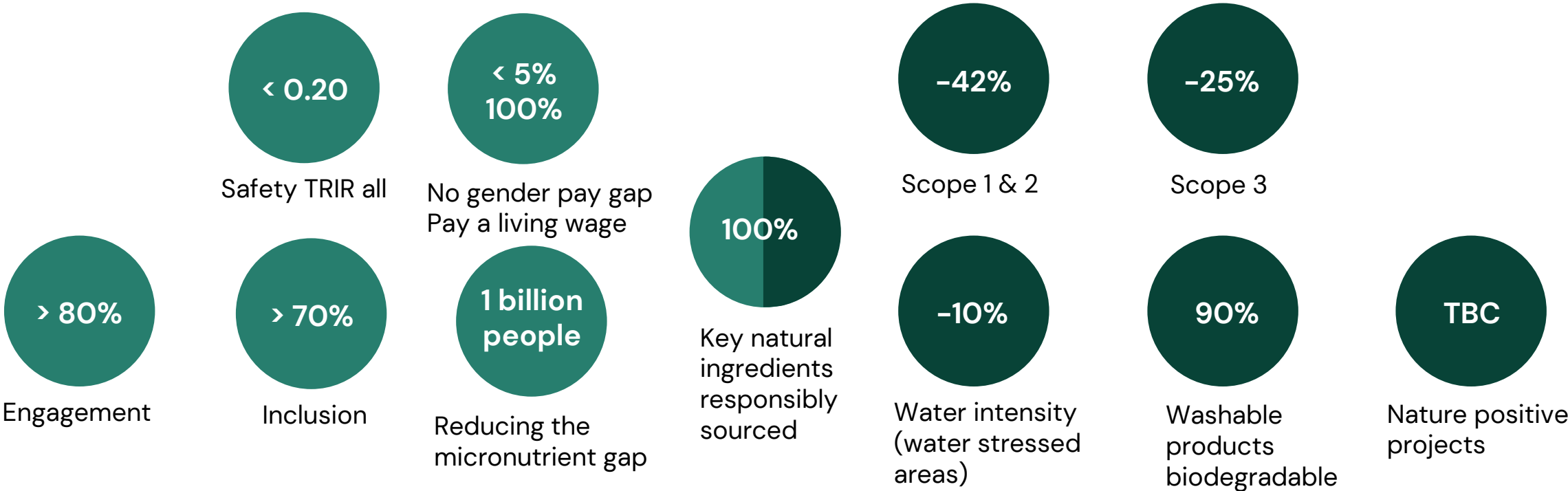


Conserve our planet's resources

# Our targets by 2030

## People

## Planet



# We are making good progress. Our 2024 results vs our 2030 targets

## People

## Planet

<p>Safety TRIR all</p> <p><b>0.24</b></p> <p>Target: &lt;0.20</p>	<p>Fair pay</p> <ul style="list-style-type: none"> <li>✓ Pay living wage</li> <li>✓ Gender pay equity</li> </ul> <p>Target: gap &lt;5% / 100%</p>	<p>Reducing the micro-nutrient gap</p> <p><b>620m</b></p> <p>Target: 1 billion people</p>	<p>Scope 1 &amp; 2 GHG emissions</p> <p><b>-27%</b></p> <p>Target: -42% (1)</p>	<p>Scope 3 GHG emissions</p> <p><b>-20%</b></p> <p>Target: -25% (1)</p>	<p>Water intensity (water stressed areas)</p> <p>To come in 2025</p> <p>Target: -10%</p>
<p>Engagement</p> <p><b>79%</b></p> <p>Target: &gt;80%</p>	<p>Inclusion</p> <p><b>67%</b></p> <p>Target: &gt;70%</p>	<p>Key natural ingredients responsibly sourced</p> <p>To come in 2025</p> <p>Target: 100%</p>	<p>Washable products biodegradable</p> <p><b>85%</b></p> <p>Target: &gt;90%</p>	<p>Nature positive projects</p> <p>To come in 2025</p> <p>Target: to be added H2/2025</p>	

20 (1) Climate targets validated by SBTi, net-zero by 2045 (Target is calculated vs 2021 baseline)

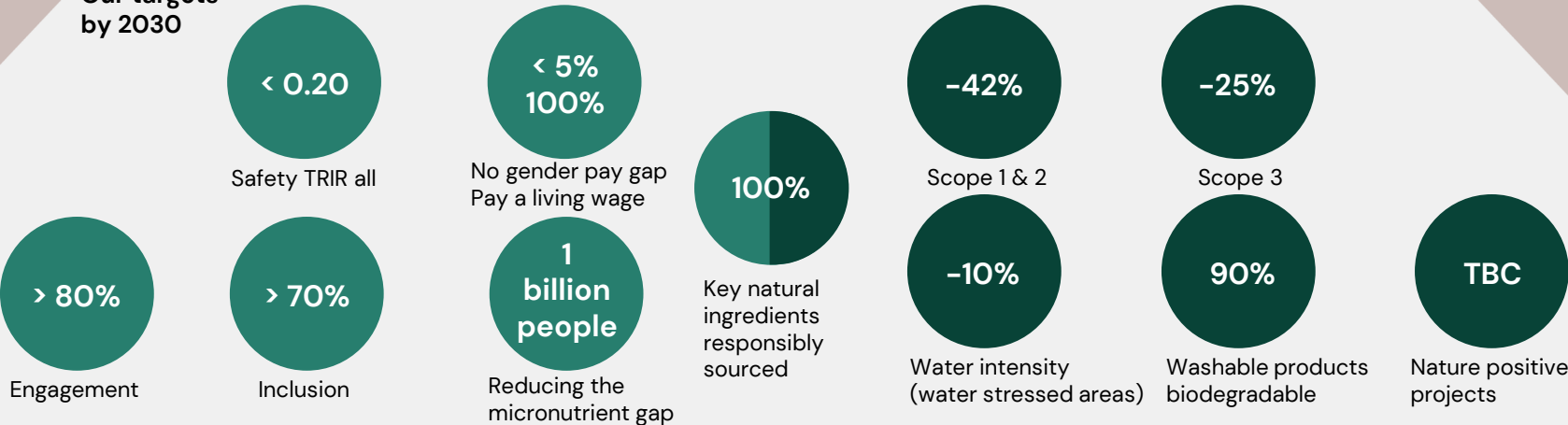


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# Our products and solutions deliver on four key benefit areas for a positive impact on planet and society

## Improved well-being

Enhancing quality of life through holistic health and extended lifespan



## Enhanced performance

Providing novel functionality for an enriched experience



## Increased efficiency

Delivering on the needs with less material, energy and waste



## Lower footprint

Nurturing the planet for generations to come



# Our sustainability program is built into the business and delivered by the business



# Driving impact with partners. We cannot deliver in isolation

## Advocacy & thought leadership



## Standards & verifiers



## Partnerships



# Our Sustainability work delivers. Everyday, for everyone, everywhere



## Sustainable performance

Our sustainability work is reducing risks and increasing resilience

We are future proofing our business, positioning us as an employer, supplier and investment of choice



## Value for customers

We select our focus areas based on materiality and customer relevance

We are driving progress with and for our customers and therefore unlocking business growth



## Impact at scale

We have the size, reach and innovation capability to drive positive impact at scale

As our business grows, our positive societal impact grows

**We bring progress to life**