

dsm-firmenich ∞

2025 | ESG FactBook

Table of Contents*

<u>Introduction</u>	4
About dsm-firmenich	5
Our Approach to Sustainability	6
<u>Tracking our ESG Progress</u>	7
People	8
Planet	16
Governance	22
<u>Business Sustainability Updates</u>	25
Perfumery & Beauty	26
Taste, Texture, & Health	27
Health, Nutrition & Care	28
Animal Nutrition & Health	29
Responsible Sourcing	30
<u>Global Engagement and ESG Leadership</u>	33
Strategic Alliances	34
ESG Ratings and Certifications	35

**The table of contents includes hyperlinks to each section of this ESG FactBook. You can use the 'home' icon at the bottom of each page to return to the contents page.*

About this ESG FactBook

At dsm-firmenich, we believe that transparency, accountability, and continuous progress are essential to delivering on our commitments to people and planet. This ESG FactBook serves as a concise and accessible overview of our key Environmental, Social, and Governance (ESG) performance indicators, initiatives, and achievements. It is designed to provide stakeholders—including investors, customers, partners, and employees—with a clear snapshot of how we are advancing sustainability and responsible business practices across our operations.

For a more comprehensive view of our strategy, governance, and performance – including integrated financial and non-financial disclosures – please refer to our latest Integrated Annual Report, available at: <https://www.dsm-firmenich.com/corporate/investors/reports.html>



Introduction



About dsm-firmenich

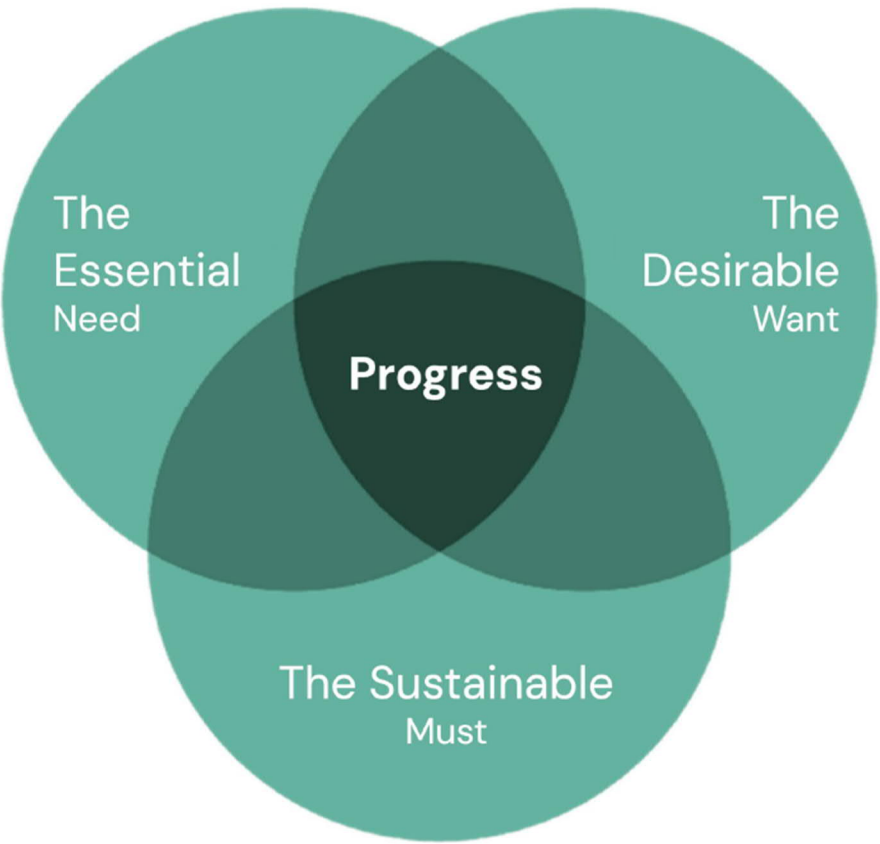
dsm-firmenich is a Swiss company listed on Euronext Amsterdam. We have dual headquarters in Kaiseraugst (Switzerland) and Maastricht (Netherlands), operations in almost 60 countries, and annual revenues of more than €12 billion.

With a diverse, global team of nearly 30,000 employees, we bring progress to life, day-in, day-out with our customers, for billions of people all over the world. As innovators in nutrition, health, and beauty, we also use our renowned science and technology capabilities to develop and produce a broad range of solutions ranging from vital nutrients to taste experiences and fragrances.

Working closely with our customers, we address the tension between what society needs (the essential), what consumers want (the desirable), and what people and the planet demand (the sustainable). Our ultimate goal is to deliver highly differentiated solutions that hit the ‘sweet spot’ where these requirements overlap.

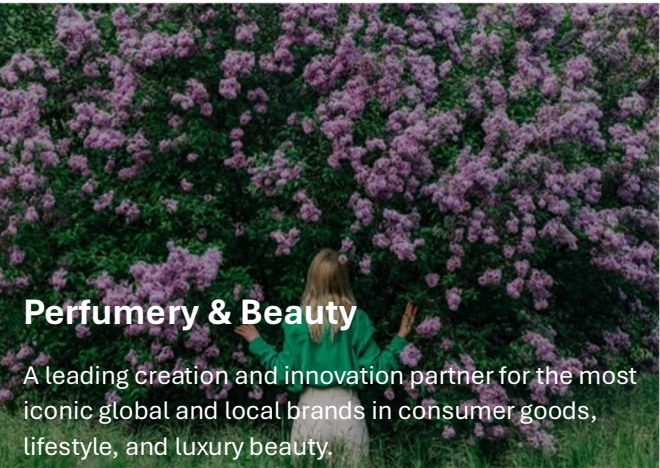
At dsm-firmenich, our individual talents drive collective progress. We’re a place where everybody can be proud of what they’ve achieved. We don’t accept the status quo, we always explore how to move to the next level, with extraordinary ideas, a winning mindset, and skills unlike any other in our industry. Our three values guide us on our journey and define our culture:

1) Shape the future	2) Be a force for good	3) Own the outcome
We are curious and open-minded. We get motivated by building a way forward with our customers. We are a beacon. When others want to know how to change the world, they see us as an example.	For us, integrity is the only way forward. We are responsible and focus on impact because caring about customers, communities, people, and the planet is not only the right thing to do; it is the only way to grow an enduring, profitable business.	We make bold commitments to customers and each other and go above and beyond to fulfill them. We are empowered to make decisions at the right level. And we hold each other accountable – individually and collectively – to deliver impact.



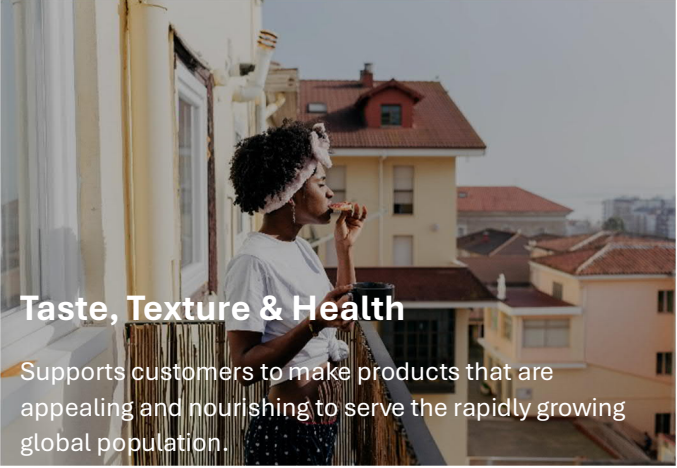
Our Business Units

All our businesses have a history of groundbreaking innovation and they’re all virtuosos in their own fields. They’re supported by a firm foundation of scientific and technological brilliance, a comprehensive portfolio of ingredients, and best-in-class business expertise.



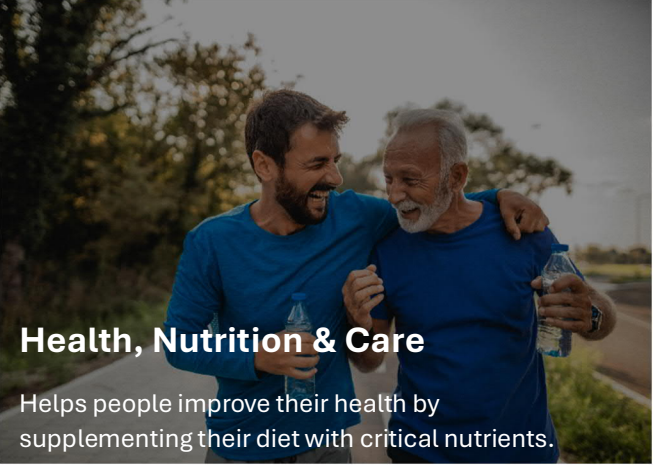
Perfumery & Beauty

A leading creation and innovation partner for the most iconic global and local brands in consumer goods, lifestyle, and luxury beauty.



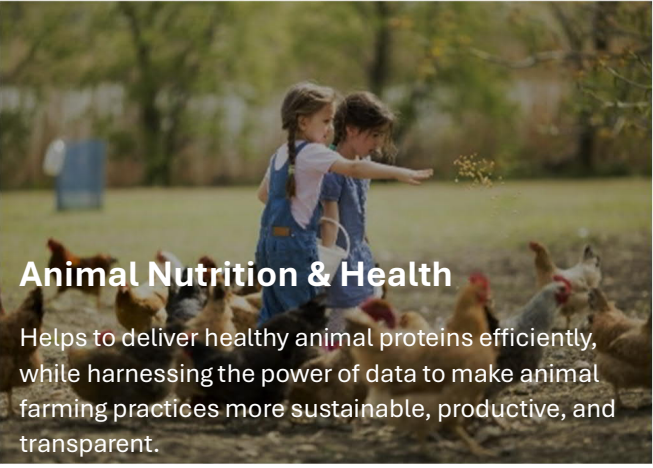
Taste, Texture & Health

Supports customers to make products that are appealing and nourishing to serve the rapidly growing global population.



Health, Nutrition & Care

Helps people improve their health by supplementing their diet with critical nutrients.



Animal Nutrition & Health

Helps to deliver healthy animal proteins efficiently, while harnessing the power of data to make animal farming practices more sustainable, productive, and transparent.

**Following a strategic assessment in 2024, it was recognized that the ANH business would thrive better under different ownership. This led to the announcement in February 2024 to separate this Business Unit from the Group.*

Our Approach to Sustainability

Sustainability is an integral part of dsm-firmenich. It guides everything we do, from how we collaborate with customers and partners, to the way we design, innovate, source and manufacture, and ultimately how we deliver our solutions. It’s about driving the right outcome, making the right decisions, fostering trust and ensuring accountability towards all our stakeholder groups.

Our Sustainability Leadership Team brings together sustainability experts and representatives from across our businesses and partner functions to ensure a holistic, value-chain-wide approach. Committed to driving 'Progress for People and Planet,' we recognize that achieving a sustainable future requires a willingness to approach things differently — an opportunity we embrace through our defined focus areas, as outlined in the accompanying graphic.

Key enablers of this progress include:

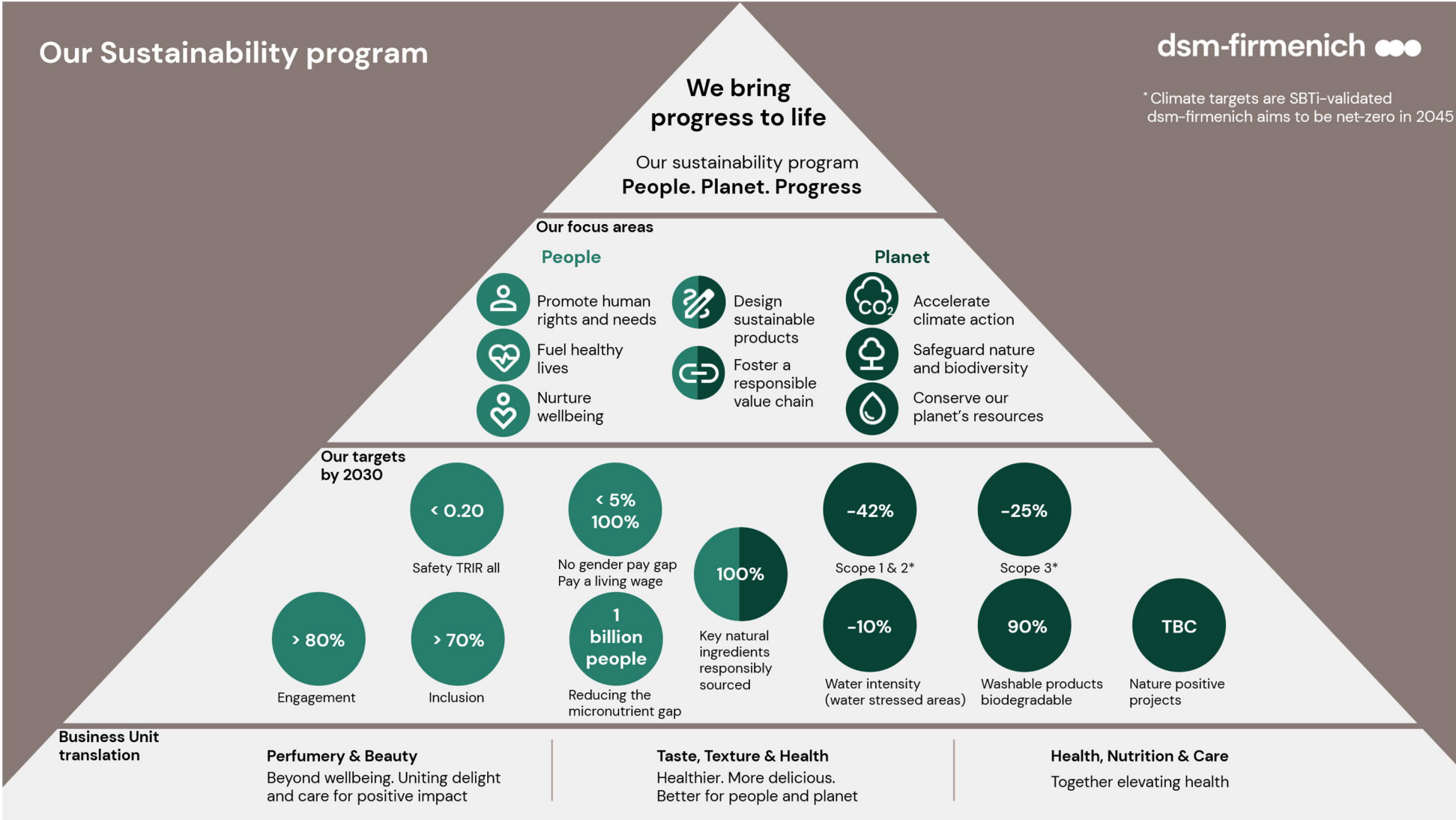
- Broad engagement of employees across the company in our sustainability work and strong collaboration with customers, suppliers, and other partners
- Embedding sustainability into key business decision-making processes
- Leveraging data and technology for insights, transparency, and automation

Our Sustainability Program 'People. Planet. Progress'

Our sustainability program is designed to drive progress to people and planet, in the support of a thriving business, that can deliver sustainable returns to its stakeholders and help future-proof our company against potential risks. Given the diverse nature of our business, the focus areas cover an extensive set of activities, and metrics and KPIs that we monitor internally to track progress. We deliberately chose to amplify a handful of targets that represent key aspects of our sustainability program. These targets all have a target date of 2030, and we commit to report transparently on progress on an annual basis.

Contribution to SDGs

Our sustainability efforts are aligned with the UN Sustainable Development Goals (SDGs), guiding both *The What* we do (our products and solutions) and *The How* we do it (the way we operate). We nurture a healthier, more inclusive, and equitable world for people—within our company and around the world—and foster a net zero world where ecosystems flourish, nature regenerates, and planetary resources are preserved. Through these efforts, we primarily contribute to SDGs 2, 3, and 12, while also supporting SDGs 4, 5, 7, 8, 10, and 13.



Tracking our ESG Progress



People

We empower people to thrive by fuelling healthy and active lives, while nurturing a more inclusive and equitable world for both employees and communities worldwide. This includes a strong focus on people and a range of programs built on positive social impact in our value chains and beyond.

We nurture a healthier, more inclusive, and more equitable world for all our employees and communities. Our People approach not only focuses on employees, but addresses the social, nutrition, and health impact we have outside of our company through our supply chains and partnerships.

Highlights

- We made a significant improvement in our safety performance compared to 2023 and implemented key elements of our Safety, Health, Environment & Security (SHE&S) management system and processes
- In 2024, we finalized our newly integrated company structure (featuring strong end-to-end Business Units supported by best-in-class Business Partners) to deliver organizational excellence and drive value beyond the sum of their parts
- We built on our People priorities strategy with a new approach to performance management, embedding our values, establishing a new learning platform, and agreeing the design of the rewards integration system
- Our execution roadmap aims to reward over 90% of employees in the next three years in accordance with a new greenfield approach
- We accelerated the integration of people processes to create a culture of ONE
- We launched our human rights policy, published our first human rights report, and conducted an analysis on human rights gaps in our own operations. Our action plan to address the gaps is currently in process
- We reconfirmed our commitment to fighting malnutrition by addressing micronutrient deficiency, reaching 620 million people with our high-quality nutritional intervention solutions. Partnering to address malnutrition is critical; we renewed our partnership with the UN World Food Programme (WFP).



Security, safety, health, and well-being

Security, safety, health, and well-being are at the root of our identity and enshrined in both our Safety, Health, Environment & Security (SHE&S) policies and our SHE requirements. The roll-out of our Life Saving Rules (LSRs) and the strengthening of our SHE leadership and culture play a critical role in ensuring a safe and healthy workplace for all our employees and contractors.

Security
At dsm-firmenich, we prioritize the safety and well-being of our employees, communities, and the public by maintaining a strong Crisis Management framework and encouraging every employee to engage in Key Security Behaviours. Tragically, in 2024, we experienced the loss of an employee involved in a security incident while commuting between two of our premises. There were no fatalities among contractors during the year.

Occupational Safety
In 2024, through strong employee ownership of safety and by advancing our Safety, Health, and Environment (SHE) management systems, we significantly reduced recordable safety incidents for our employees (incl. contractors) from 116 to 85. At dsm-firmenich, 100% of our operational facilities have robust health and safety management systems in place and adhere to rigorous internal health and safety requirements. Several of our sites are ISO 45001 certified and verified by an accredited body, and we are currently assessing the potential to certify additional locations. This approach enables us to maintain consistently high standards of health and safety across our operations while allowing sites to pursue certification when it delivers the greatest value. Currently, 25% of our operational facilities are certified under ISO 45001 or other labour or human rights management standards, and 41% of employees work at these certified sites—underscoring our commitment to structured, high-standard safety practices. Our dedicated process safety trainings are designed to strengthen development of local and regional competences, with key focus areas including the handling of self-heating materials, safe handling of powders, and safe blending of liquids. We also expanded our Life Saving Rules (LSRs) program and launched new SHE requirements to reinforce safety leadership across the company. Despite these improvements and trainings, we recorded a total loss of 3,789 days due to work-related injuries and ill-health.

Process Safety
We concluded 2024 with a Process Safety Incident rate of 0.31 and responded to serious incidents with enhanced site-specific improvement programs and new behaviour-based safety initiatives. Additionally, we strengthened digital risk assessment tools, conducted global fire protection audits, and delivered targeted process safety trainings to prevent future hazards.

Occupational Health and Industrial Hygiene
We recorded 37 occupational health incidents in 2024 and responded with corrective actions such as better hearing protection, engineering noise controls, and new ergonomic programs using wearable technology. Major advancements included launching an integrated digital platform for hazard and risk management and establishing new global standards for exposure control and ventilation.

Employee Health and Well-being
In 2024, we deepened our investment in employee well-being through initiatives like the 'BoostYourVitality' platform, mental health training programs, and specialized health support for women and men. Our Global Vitality Office led efforts across nutrition, mental fitness, and physical health to create a resilient, health-focused workplace culture. dsm-firmenich has implemented specific mental health training programs, with more than 400 employees trained and certified to hold conversations on mental health issues. The company plans to expand this training in 2025 to include more employees and SHE managers.

	2024	2023
Occupational safety ¹		
Total Recordable Incident Rate (TRIR)-all	0.24	0.31
Total Recordable Incident Rate (TRIR)-own	0.22	0.29
Total Recordable Incident Rate (TRIR)-contractors	0.36	
Near Miss Frequency Rate (NMFR)	0.17	
Incidents with Potential Serious Injury or Fatality (PSIF)	60	
Lost time injury frequency rate (LTIFR)-own	0.74	
Process safety		
Process Safety Incident rate	0.31	0.28
Occupational health		
Health rate-all	0.11	0.14

¹ The safety indicators do not include security incidents, being incidents caused by intentional acts.

Consumer Safety and Health

Our product stewardship contributes to our business value proposition in a world that is increasingly interested in nutrition, health & beauty. We strive to apply high standards in producing essential and desirable products that are safe and healthy for people, animals, and the planet. We support our customers to do the same. We make conscious choices about the substances we use and produce and apply a risk-based approach. We use safer alternatives whenever feasible, and always when required. Every product must be safe in its production, application, until end of life.



Our people

In our first 24 months as a new company, we have achieved significant milestones, establishing a distinct value proposition for employees with shared values and a highly effective organizational model.

Inclusion & Belonging

dsm-firmenich is deeply committed to Inclusion & Belonging, embedding this mindset into daily operations through our policies, leadership accountability and programs like 'Rise Together' to support women's career growth.

With a goal of achieving gender balance and broader representation, the company tracks its progress through metrics linked to long-term incentives and fosters inclusion via five global Employee Resource Groups (ERGs): Women Inspired Network, Be You, Diverse Abilities, REN (Race, Ethnicity, Nationality), and Generations. These ERGs are active and empowered to build local communities of support that raise awareness, educate, and collaborate on inclusive policies, practices, and initiatives—while also contributing to our company's growth by identifying diverse business opportunities. In total, 2,634 out of 17,646 employees self-identified as being part of a minority group, highlighting the diversity present across the organization.

A key objective is increasing gender diversity within leadership, including the Global Management Team, where the company aims to reach 36% female or non-binary colleagues by the end of 2025—an ambition that is reflected in the Long-Term Incentive (LTI) targets of the Executive Committee.

In 2024, initiatives included events engaging over 1,800 colleagues, new workplace practices supporting women’s health, and partnerships promoting multicultural beauty. Additionally, the integration of visually impaired panellists into Sensory teams across multiple countries exemplifies how diversity enhances innovation, a commitment recognized by the 2024 Procter & Gamble Supplier Impact Award.

Diversity	Executives ¹	Management ¹	Other ¹	Non-integrated acquisitions
2024				
Female	140 31.3%	4,936 43.1%	4,753 32.3%	413 26.0%
Male	307 68.7%	6,526 56.9%	9,962 67.7%	1,173 74.0%
Not disclosed / Unknown	0 0%	2 0.01%	2 0.01%	0 0%
Total	447 100%	11,464 ² 100%	14,717 100%	1,586 100%
2023				
Female	181 34.4%	1,077 37.4%	8,576 36.0%	977 47.8%
Male	345 65.6%	1,801 62.6%	15,276 64.0%	1,065 52.2%
Not disclosed / Unknown	0 0%	0 0%	3 0.01%	0 0%
Total	526 100%	2,878 100%	23,855 100%	2,042 100%

¹ Executives are Vice Presidents, Presidents, and C-suite officers, with some minor exceptions. Management are Directors, Managers, and Experts, with some minor exceptions. Other refers to all other employees.

² The increase in 2024 is due to the formal definition and categorization of Manager, Director, and Expert roles.

Employees by gender	2024	2023
Male	17968 64.7%	18487 63.1%
Female	10242 36.3%	10811 36.9%
Not disclosed / Unknown	4 0.01%	3 0.01%
Total Employees	28214 100%	29301 100%

Turnover by gender	2024	2023
Voluntary resignations (%)		
Male	7.2%	3.8%
Female	7.5%	3.2%
Total turnover (%)		
Male	11.20%	7.6%
Female	10.5%	5.3%

Employees by country	2024	2023
Country ¹		
China	3,365	4,664
USA	4,084	4,059
Switzerland	3,734	3,647
Rest of World	17,031	16,931
Total Employees	28,214	29,301

¹ Significant countries' are countries where the company has at least 50 employees representing at least 10% of the total employee count.



Leadership Development

In 2024, dsm-firmenich launched the first phase of its new leadership development curriculum, with over 630 people managers participating in "Leading Progress" or "Leading Progress in Operations" to strengthen leadership aligned with company values and behaviours. Additionally, 75 Directors and Senior Directors were nominated for the "Leading Leaders" program, which focuses on inspiring purpose-driven leadership, translating strategy into action, and fostering innovation, resilience, and future leadership across the organization.

People Development

In 2024, dsm-firmenich introduced its holistic People Progress approach, integrating performance management, talent development, and learning into one cohesive framework. This approach encourages employees to take ownership of their growth while fostering an environment where they can deliver sustainable impact. Employees set collaborative objectives with their managers at the start of the year, and continuous feedback is encouraged, culminating in formal year-end reflections on achievements, personal growth, and alignment with company values. Notably, 88% of employees participated in the global review process, and the remainder were included via local systems.

The company also launched several key development initiatives to support this approach, with 76% of our employees accessing learning courses and development programs in 2024 to develop their skills. These included the rollout of 'LearnNow', an advanced AI-powered learning platform offering extensive digital resources and hosting over 30 academies, which contributed to more than 160,000 learning hours in 2024. A mentoring program paired over 1,200 mentees with more than 550 mentors—93% of whom were cross-legacy pairings—to strengthen integration and foster a one dsm-firmenich culture. Additionally, a 360-degree feedback tool was made available to all employees, with over 1,000 using the platform. As part of a sustainable learning initiative, dsm-firmenich planted over 6,700 trees in 2024, adding to a cumulative total of 32,700 trees.

Employee Engagement

At dsm-firmenich, employee engagement is a key priority, supported by a comprehensive listening strategy centred around regular surveys and open dialogue. In 2024, two Employee Engagement Surveys were conducted to closely monitor sentiment during the company's integration, providing valuable insights into areas like engagement, inclusion, and culture. Results were shared globally and locally, leading to targeted actions such as enhanced communication, policy adjustments, and development initiatives. While progress was seen in areas like information sharing (up 6%), slight declines in inclusion highlighted ongoing challenges that also present opportunities for further improvement. Encouragingly, 74% of employees feel able to cope with the daily stresses of their work, and 74% feel able to make healthy choices during their workday – such as taking sufficient breaks, eating well, and exercising. Additionally, new surveys were introduced at critical employee moments to better understand experiences and drive continuous improvement – such as:

- During recruitment: we listen to new hires and our hiring managers
- During onboarding: we listen to people who have been in their new job for between 30 and 180 days
- On work anniversaries: we ask people to reflect on the year and to look ahead
- When people decide to leave: we inquire about their reasons for leaving



Participation rate

A broader communication campaign increased participation by 6% in November.



Engagement

In a turbulent year, we kept our Engagement score strong.



Inclusion

Despite new inclusion targets and campaigns in 2024, we saw a small decrease in scores.



2024

Average training hours by gender	
- Male	8.53
- Female	3.13
- Not disclosed / Unknown	0.47
Average training hours by category ¹	
- Executives	0.03
- Management	1.89
- Other	10.18
Total training hours ²	342,000

¹ Executives are Vice Presidents, Presidents, and C-suite officers, with some minor exceptions. Management are Directors, Managers, and Experts, with some minor exceptions. Other refers to all other employees.

² Total includes primarily mandatory training and a smaller proportion of elective training.



Compensation

In 2024, dsm-firmenich established a unified global rewards framework aimed at ensuring internal pay equity, transparency, and consistency by aligning fixed and variable compensation with a global job grading system. The framework is designed to include all employees in variable pay programs, with non-sales employees eligible for a Short-Term Incentive plan and sales employees for a harmonized Sales Incentive Plan launching in 2025, subject to local approvals.

To promote recognition and engagement, several award programs were introduced, including the Kudos Award for peer recognition, the Progress Award for impactful contributions, and the Dreamcatcher Award for exceptional achievements aligned with company values. Additionally, planning began to harmonize employee benefits across countries, with implementation continuing into 2025.

dsm-firmenich is committed to ensuring a decent standard of living for all its employees by paying a living wage, defined as the amount necessary to cover essential needs like health, housing, food, and education. In 2024, the company conducted an analysis using WageIndicator’s benchmark methodology and found no employees earning below the set benchmark. The analysis was based on nationally relevant household and employment assumptions. Apprentices and interns were excluded from the scope. Moving forward, dsm-firmenich aims to extend living wage practices to vulnerable workers in its supply chain, particularly in manufacturing and agriculture, by collaborating with partners including suppliers, governments, and NGOs.

dsm-firmenich promotes equitable compensation across its workforce and reports a 2024 gender pay gap of 4.97% in favour of women, meaning women earned on average 104.97% of men's earnings. This is attributed mainly to higher female representation in management roles compared to junior levels, reflecting progress in gender equity within the organization.

The pay ratio at dsm-firmenich compares the CEO's total 2024 compensation of EUR 5.52 million with the median compensation of permanent employees at EUR 76,914, resulting in an annual pay ratio of 71.7. If based on average employee pay (EUR 100,864), the ratio would be 54.7. The calculation includes base salary, bonuses, long-term incentives, and certain social contributions but excludes benefits and allowances. Due to differences in methodology, geographic scope, and compensation structures, comparisons of pay ratios across companies or years should be approached cautiously.

Collective bargaining agreements

Collective bargaining agreement coverage by region is based on country-level coverage as reported through our regional human resources organization. At least 43% of employees are covered by collective bargaining agreements, and a European Works Council is in place. As dsm-firmenich has no EEA countries meeting the ESRS thresholds, the total EEA percentage is reported.

We create an open environment where our employees are closely involved in developing and achieving our business objectives. We encourage feedback and provide formal channels for employees to share their views. We also respect and uphold the right to freedom of association and the right to form labour unions as part of our broader commitment to fair and inclusive labour practices.



Coverage rate ¹	Collective bargaining coverage		Social Dialogue
	Employees EEA ²	Employees Non-EEA ²	Workplace representation (EEA only) ²
0-19%		• North America	
20-39%		• Asia Pacific	
		• EMEA (excl. EEA)	
40-59%			
60-79%		• Latin America	
80-100%		• EEA	

¹ Reported percentages are based on reporting by countries coverage 89% of total headcount

² No EEA country meets the reporting threshold of 10% of workforce, so EEA has been added as a separate region



Human Rights

At dsm-firmenich, our social impact efforts focus on creating lasting positive changes in society by respecting human rights, supporting community prosperity, and safeguarding the planet for future generations. We believe that respecting human rights is fundamental to our operations and supply chains, guided by our Human Rights Policy, Code of Business Ethics, and international standards like the UN Guiding Principles and the OECD Guidelines. Our Supplier Code and Responsible Sourcing Standard extend these commitments to our partners, ensuring that ethical practices are embedded throughout our value chain.

In 2024, we strengthened our human rights framework by launching our new Human Rights policy and publishing our first Human Rights Report. We also assessed the degree to which salient human rights issues are being followed up in all our sites in accordance with the definitions and standards of the International Labour Organization (ILO). This assessment examined whether human rights are integrated into our company's policies, procedures, and decision-making processes across all business functions. This internal analysis led to actions such as expanding our grievance mechanism to our supply chain, piloting initiatives on working hours, and supporting freedom of association.

We've strengthened our engagement with key stakeholders to further advance responsible sourcing and uphold human rights across our value chains. Consultations with UNICEF, the Union for Ethical BioTrade (UEBT), and the Fair Labor Association (FLA) have shaped our approach to social impact and due diligence. Through a new partnership with UNICEF, we are working to improve the lives and well-being of children, while collaborations with UEBT and FLA reinforce ethical sourcing and human rights practices. These efforts include targeted initiatives led by UEBT in Bulgaria's rose supply chain, and by FLA in the rose supply chain in Türkiye and the jasmine supply chain in Egypt. Additionally, comprehensive assessments by UEBT and FLA of our procedures and practices have provided valuable insights, strengthening our work on Human Rights and Environmental Due Diligence.

Our progress continues to be monitored externally through SMETA audits, with the goal of achieving zero critical non-conformities by the end of 2025. Ongoing awareness initiatives and stakeholder dialogues further embed human rights into our company culture.

In addition to human rights, we promote equitable living standards by ensuring a living wage for our employees and their families, enabling access to essential needs like health, housing, and education. We assess compliance with living wage standards every two years using benchmark data and extend our efforts beyond our workforce by collaborating with suppliers, governments, NGOs, and industry groups to drive broader adoption of living wage practices. As a UN Global Compact participant, we contribute to the Forward Faster Living Wage programme, co-developing guidance and joint action plans with partners including the ILO, WBCSD, IDH, and the World Benchmarking Alliance to help close wage gaps across supply chains. Our advocacy was further reinforced at the Second World Summit for Social Development in Doha, where we joined global leaders in endorsing the Doha Declaration that includes reference to Living Wages. Our commitment is also reflected in initiatives such as the EcoVadis Living Wage Learning Group, demonstrating our dedication to embedding fair wages and equitable standards across all levels of our operations and value chain.



Nutrition and Health

The promotion of healthy diets and better nutrition remains a core strategy for addressing malnutrition globally, including micronutrient deficiencies. In 2024, a report from The Lancet Global Health revealed that over 5 billion people suffer from at least one micronutrient deficiency, while the World Health Organization reported high rates of overweight, obesity, and underweight adults. Our nutrition and health efforts focus on strengthening global food systems, improving equitable access to adequate nutrition, and enhancing health outcomes. We work on solutions and innovations that support health and well-being by adding essential nutrients to food and beverage products and by reducing sugar, salt, and saturated fats.

dsm-firmenich collaborates with global partners such as the UN World Food Programme (WFP), UNICEF, the Gates Foundation, and World Vision International to deliver impactful interventions like food fortification, therapeutic foods, and nutrition education, reaching over 620 million people worldwide.

Key partnerships have driven significant progress. With WFP, dsm-firmenich expanded fortified rice programs, reached millions with fortified foods, trained health workers, and strengthened food systems. Our UNICEF collaboration improved maternal and child nutrition across Nigeria, India, Mexico, Rwanda, and other regions, integrating micronutrient supplementation into national health strategies and promoting workforce nutrition through the ImpAct4Nutrition in India. Additionally, the partnerships with World Vision piloted scalable micronutrient programs in the Philippines. These collaborations combined technical expertise, operational reach, and evidence-based advocacy to combat hidden hunger and promote sustainable development.

Beyond partnerships, dsm-firmenich has invested in an initiative called Africa Improved Foods (AIF). AIF is a social enterprise with the mission to produce high-quality nutritious foods from local ingredients. AIF is helping people in Rwanda and the wider region achieve their full potential through improved access to nutritious, locally sourced foods such as mineral and vitamin rich porridges. For AIF, 2024 was a challenging year. In the wake of decreased funding for humanitarian relief operations and fighting hidden hunger globally, AIF faced a steep decline in demand. The AIF leadership was able to curb this setback and limit the impact on its factory in Rwanda; no forced redundancies were needed.



Planet

We work to foster a world with net-zero emissions as well as resilient and regenerative ecosystems. We work autonomously and within partnerships and coalitions to accelerate action on climate and to safeguard and restore nature and biodiversity.

The extreme climate impacts we are seeing globally – from warmer temperatures to drought and rising sea levels – are contributing to unprecedented destruction of biodiversity and the loss of the natural resources on which we all depend. At dsm-firmenich, we increasingly view climate and nature as one interlinked topic, which is why we seek to develop the required solutions with an equally interlinked approach.

Highlights

- In 2024, we achieved validation of our net-zero and near-term climate targets by the Science Based Targets initiative (SBTi)
- We developed our first dsm-firmenich Climate Transition Action Plan (CTAP) in 2024 to support the delivery of our near-term and net-zero targets
- Aligned to our new targets and supported by the new CTAP, we have:
 - Delivered a 27% reduction in Scope 1 & 2 versus the 2021 baseline
 - Delivered a 20% reduction in Scope 3 versus the 2021 baseline
 - Purchased 95% of our electricity from renewable sources
- We kicked off our new supplier engagement program, 'Joining Forces for NetZero', a program intended to drive collaborative decarbonization efforts with suppliers
- We continued to enable our nature agenda through representation at COP16 and as a signatory to the Business for Nature COP16 Business Statement, while also expanding our biodiversity programs through, for example, pocket forest programs in India, mangrove planting in Indonesia, and restoration activities in New Jersey
- Bovaer® continued to play a key role in helping customers reduce methane emissions from their agricultural value chain emissions. By the end of 2024, cumulative avoided emissions were 220,000 tons CO₂e
- In 2024, over 90% of our total Scope 1 and 2 emissions and water withdrawals originated from our ISO 14001 certified sites, highlighting the importance of these certifications in managing environmental impact.



Climate

Climate change is one of the most pressing issues of our time. Urgent and decisive action is required to both mitigate its impact and adapt to the inevitable volatility the planet is experiencing now and will continue to experience in the future. We recognize the urgent challenges of climate change and are committed to leading our industry by accelerating climate action across our business, value chain, and beyond, guided by ambitious, validated Science Based Targets (SBTs).

Our Commitments

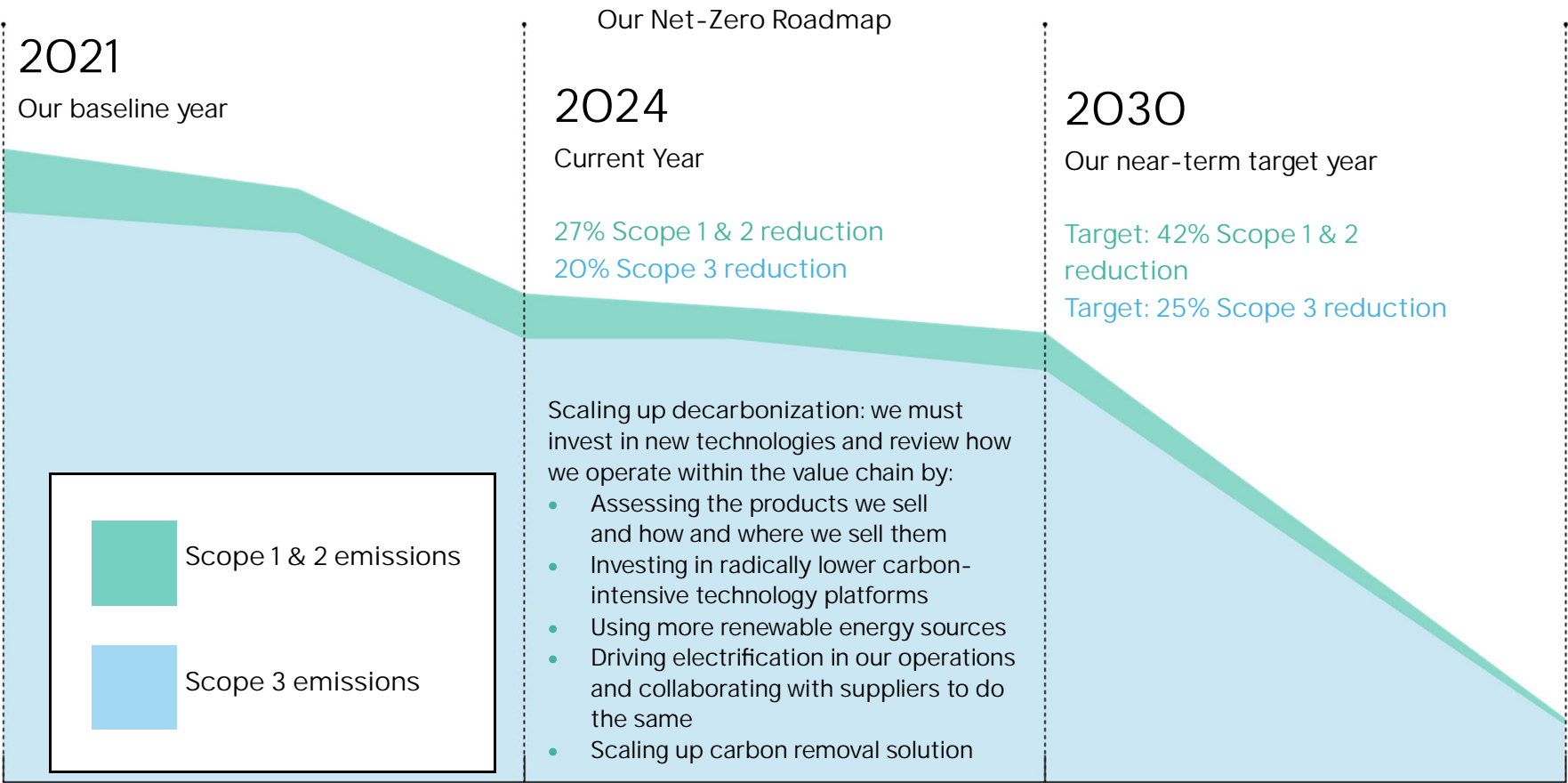
We have set ambitious climate goals, including achieving net-zero across our full value chain by 2045, validated by Science Based Targets initiative (SBTi). In addition, we have committed to interim near-term targets without the use of carbon offsets, which include:

- Reducing Scope 1 and 2 GHG emissions by 42% by 2030
- Sourcing 100% renewable electricity by 2025
- Reducing absolute Scope 3 GHG emissions by 25% by 2030

The selection of 2021 as the baseline year was made to align with SBTi requirements and reflect accurate, post-Covid business data. Our strategy prioritizes decarbonization while using carbon removals only for any residual, unavoidable emissions.

Our climate approach

Climate change mitigation			Climate adaptation	
	Reducing our own emissions	Reducing the emissions of others	Increasing permanent carbon removals	Increasing resilience
In our own operations	Reduce our direct emissions & procure renewable energy (Scope 1 & 2)	Collaborative customer and consortia projects on waste, transport, renewable energy, etc.	Carbon removals in our own operations	Protect our operations from physical risks
In our up- or downstream value chain	Reduce our indirect emissions (Scope 3)	Reduce the emissions of others through our products & services (avoided emissions)	Carbon removals in our supply chains	Protect key supply chains from physical risks



We will decarbonize our own operations by:

- Reducing energy consumption
- Implement energy efficiency measures
- Transitioning to renewable electricity
- Transitioning to renewable heat
- Using renewable fuel sources
- Electrifying heat demand and energy

We will decarbonize our value chains by:

- Engaging and collaborating with suppliers
- Support the transition to renewable energy
- Using lower-carbon raw materials
- Using lower carbon feedstocks
- Improving our product strategy and supplier mix
- Harnessing sustainable agriculture and deforestation-free agriculture



Greenhouse gas emissions Scope 1, 2 & 3

	Base year (2021)	2024	2023	year-on-year change
(x 1,000 tonnes)				
Scope 1 & 2 CO ₂ e emissions (market-based)		778.1	915.4	-15.0%
SBT Scope 1 & 2 emissions (market-based)	1,072.9	777.2		
Total Scope 1 CO ₂ e emissions ^[RA]				
- Gross Scope 1 CO ₂ e emission		594.4	606.6	-2.0%
- Emissions from regulated emissions trading schemes ¹		268	286	
Total Scope 2 CO ₂ e emissions ^[RA]				
- Market-based		183.7	308.8	-40.5%
- Location-based		476.9	602.3	-20.8%
Total biogenic CO ₂ emissions from combustion of biofuels		34.4	66	
Scope 3 CO ₂ e emissions ^{2 [RA]}		11,156.1	10,459.7	6.7%
SBT Scope 3 emissions	11,205.9	9,003.9	8,300	8.5%
- 1 Purchased goods and services		8,378.7	7,699.3	8.8%
- 3 Fuels		201.3	204.7	-1.7%
- 4 Transport & Distribution		240.1	221.7	8.3%
- 5 Waste treatment		183.8	174.3	5.5%
Other categories		2,152.2	2,159.7	-0.3%
- 2 Capital goods		272.2	268.9	1.2%
- 6 Business travel ³		15.4	18.9	-18.5%
- 7 Employee commuting		38.4	39.8	-3.5%
- 8 Leased assets		21.2	21.5	-1.4%
- 9 Transport & Distribution		110.8	154.6	-28.3%
- 10 Processing of sold products		266.3	285.2	-6.6%
- 11 Use of sold products ³		-	-	
- 12 End-of-life treatment		1,149.8	1,092.8	5.2%
- 15 Investments		278.1	278	0.0%
Total gross Scope 3 Upstream GHG emissions		9,351.1		
Total gross Scope 3 Downstream GHG emissions		1,805		
Total CO ₂ e emissions				
- Market-based		11,934.2	11,375.1	4.9%
- Location-based		12,227.4	11,668.6	4.8%

¹ Scope 1 emissions from sites with direct obligations in Emission Trading Systems (EU ETS, UK ETS, Swiss ETS, Shanghai ETS)

² 2023 emissions for Scope 3 have been restated due to methodology improvements, and the expansion of the reporting scope of downstream categories. Non-reported categories (13 and 14) are considered not material in line with 'Guidance for Accounting & Reporting Corporate GHG emissions in the Chemical Sector Value Chain' for Scope 3 GHG reporting published by WBCSD. 14% of Scope 3 emissions (Category 1) have been calculated using primary data obtained from suppliers

³ In line with applicable guidance, hotel emissions (Category 6 Business travel) amounting to 4,900 tonnes and metabolic emissions (Category 11) amounting to 491,500 tonnes are optional and reported outside the above table.



Energy

Our 2024 GHG emissions reduction was achieved primarily through energy efficiency improvements, increased renewable electricity sourcing—particularly in China—and the reorganization of industrial assets. Our Climate Transition Action Plan (CTAP) outlines a roadmap focused on reducing energy consumption, transitioning to renewable electricity and heat, and implementing site-specific technologies such as heat pumps, digital monitoring systems, and steam optimization. A dedicated team collaborates with production sites to implement these measures, delivering consistent annual emissions reductions, with around 50 projects completed in 2023 and continued investment of €10 million in energy efficiency during 2024.

As part of our commitment to RE100, we aim to purchase 100% of our electricity from renewable sources by the end of 2025, and we have already reached 95% of our purchased electricity from renewable sources in 2024. This includes full renewable electricity coverage in North America, Europe, and select Asia-Pacific and Latin American sites, achieved through long-term contracts and certified energy sources. Additionally, we continue to invest in renewable steam and heat generation using biomass and waste stream optimization, though low-carbon heat remains the most significant challenge in our decarbonization efforts.

In addition to renewable electricity, we continue to use renewable sources for steam and heat, including biomass co-generation plants in Switzerland, France, and Brazil. We are optimizing the use of waste streams and are collaborating with external providers to assess possibilities for the energy transition. The focus on low-carbon heat solutions is key to our GHG reduction program and will continue to be the greatest challenge in our transition journey.

We have established a corporate-level energy management program focused on continuous improvement and operational efficiency. While we have chosen not to pursue ISO 50001 certification for all facilities at this time, we are proud to have several facilities that are ISO 50001 certified. This approach allows us to maintain high standards of energy management across our operations while giving sites the opportunity to achieve certification when it adds the most value to them.

Energy efficiency	Operational optimization and transparency	E.g. leakages, energy dashboards
	Basics in place	E.g. insulation, condensate recovery
	State of the art equipment	E.g. energy-efficient chillers, motors, compressors, boilers
	Process optimization	E.g. membranes, fermentation optimization
	Smart electrification	E.g. heat pumps, Mechanical Vapory Recompression

Energy Consumption	2024		2023	
	TJ	MWh	TJ	MWh
Total (net) energy consumption			19,300	
Total (net) primary energy consumption	17,100			
Total renewable energy consumption ¹	5,500			
Total non-renewable energy consumption	11,600			
Total fuel consumption	10,000		10,500	
- Fossil sources	9,600		9,800	
- Coal and coal products	0			
- Crude oil and petroleum products	200			
- Natural gas	8,300			
- Other fossil sources	1,100			
- Renewable sources including biomass	400		700	
Total electricity purchased	4,300	1,206,000	4,700	1,316,000
- Purchased or acquired electricity from fossil sources		61,200		160,500
- Purchased or acquired electricity from renewable sources		1,144,700		1,155,500
Self-generated non-fuel renewable energy with ownership ²	20	4,500	20	4,600
Total purchased heat	3,400		4,100	
- Purchased or acquired heat, from fossil sources	2,100			
- Purchased or acquired heat from renewable source	1,300			
Total energy exported	900		800	
- Non-renewable + renewable electricity, exported		154,300		146,000
- Total heat exported	300		300	

¹ 32% of energy used that is derived from renewable sources
² The 2023 figure was restated due to a calculation error at one site



Nature

Nature provides critical ecosystem services such as water and biodiversity, essential for producing the ingredients we need today and tomorrow. Nature is also a permanent source of innovation, input, and inspiration for our scientific and creative thinking. Biodiversity is rapidly declining due to human activities, while freshwater demand is projected to outstrip supply by 40% by 2030. dsm-firmenich believes integrated actions on water, biodiversity, and forests are key to tackling both nature loss and climate change.

Water Stewardship

dsm-firmenich has established a comprehensive framework to support responsible water stewardship, embedding water management into its broader Climate and Nature agenda. The company aligns with internal policies and external frameworks, integrates climate and nature goals across teams, and promotes accountability through transparent reporting. Recognizing the critical importance of water for human well-being, ecosystems, and business processes, dsm-firmenich strives to minimize its impact on water resources by reducing consumption, treating wastewater to high standards, and engaging in partnerships to advance environmental stewardship. The company emphasizes compliance with local regulations and often exceeds them, aiming to mitigate increasing global water stress caused by climate change and pollution.

To further reinforce its commitment, dsm-firmenich introduced a new company-wide water intensity reduction target of 10% in water-stressed areas by 2030, using 2023 as a baseline. Currently, 41% of our operational sites are located in water-stressed areas, yet less than 4% of our total water withdrawal originates from these regions—highlighting the effectiveness of our water management practices. This goal will be pursued using approaches similar to our GHG reduction roadmap, including site assessments, deployment of sustainable technologies, and ongoing refinement of our action plans. Operational improvements such as leak reduction, condensate recovery, and cooling system optimization have already yielded measurable successes at sites in France and China. The target focuses on high-risk catchments and aligns with global water stewardship standards like the SBTN and WRI/WWF assessments. Progress will be tracked using reliable data sources such as flowmeter readings and third-party billing, ensuring accurate monitoring of water withdrawal and discharge at key sites.

Although water reuse and recycling are not currently considered material to dsm-firmenich's overall water strategy, these practices support our efforts to achieve reduction targets. We monitor and collect data from more than 20 operational facilities that engage in water reuse or recycling to inform ongoing strategy development.

Biodiversity Management

In response to the ongoing degradation of natural ecosystems, dsm-firmenich is actively engaged in biodiversity restoration at high-risk sites, with seven current projects guided by WWF risk assessments. In Jakarta, dsm-firmenich Indonesia planted 500 mangrove seedlings in a conservation area, enhancing urban green space while raising awareness about the importance of mangrove ecosystems. In India, pocket forests were established near the Dahej and Daman sites using the Miyawaki method, which accelerates forest growth and biodiversity recovery. These forests also serve as educational tools for local communities, promoting environmental stewardship. At Port Newark, a three-acre site has been restored into a native habitat since 2016, with support from annual employee-led Community Days—an initiative that exemplifies the company's environmental and community engagement within industrial settings.

Beyond site-level actions, dsm-firmenich promotes biodiversity across its value chain through responsible sourcing practices. Since 2013, the company has partnered with the Union for Ethical BioTrade (UEBT) to ensure that sourcing respects ecosystems and supports sustainable development. In 2024, efforts intensified to meet the requirements of the EU Deforestation Regulation, including assessing supply chain impacts and fostering collaboration with suppliers and clients. These actions underscore dsm-firmenich's commitment to integrating biodiversity considerations into both operations and partnerships.

Water withdrawal, discharge and consumption (x 1,000m³)	2024	2023
Total water withdrawal	103,200	104,400
- Fresh surface water (OTC)	80,700	77,400
- Fresh surface water (non-OTC)	5,500	5,500
- Fresh ground water	6,200	9,100
- Brackish water/sea water	-	-
- Third party source	10,000	11,500
- Other ¹		800
- From processing of raw materials	200	
- Material collected rainwater	600	
Total water discharge	97,700	98,600
- to environment (OTC)	80,700	77,400
- to environment (non-OTC)	7,600	9,800
- to fresh surface water	6,500	
- to brackish water/sea water	900	
- to ground water	200	
- to offsite treatment (3rd party destinations)	9,500	11,400
Total water consumption	5,400	
- in water-stress areas	1,150	
Water consumption intensity	0.42	0.47

¹ Other withdrawal includes water from processing of raw materials, and rainwater



Resource Use and Circular Economy

Building on our legacy targets to reduce waste to landfill, we achieved a significant milestone in 2024 with a 15% reduction compared to 2023. This progress was made possible through the collective efforts of many sites worldwide, which adopted practices such as material reuse, more efficient processes, and the promotion of recycling to avoid landfilling. As a result, 95% of total waste from company operations is now diverted from landfills. We also maintain strict limits on the landfilling of hazardous waste, resulting in 86% of our sites reporting no hazardous waste sent to landfill. Collaborative projects with customers and consortia across areas like waste, transport, and renewable energy further support this global commitment to sustainable waste management.

Resource efficiency remains a vital lever in securing the sustainable use of raw materials, water, and effective waste handling. To protect nature and reduce harm to human health and the environment, we rigorously manage both hazardous and process waste. All sites are required to implement management systems that ensure compliance with local regulations—and wherever feasible, surpass them. Waste management serves as a foundation for broader resource efficiency, with waste increasingly being valorised as a feedstock for other industrial applications. At dsm-firmenich, nature not only drives innovation but also shapes resource use in product development, as demonstrated by initiatives such as incorporating upcycled ingredients, sharing transparent impact data, and improve the efficiency and sustainability of animal protein production through precision nutrition.

To support this approach, dsm-firmenich applies a formal global waste management standard across all operations, covering both hazardous and chemical waste. This standard ensures a consistent, responsible, and sustainable approach to waste management worldwide. As part of this commitment, the company aims to send zero hazardous waste to landfill, reinforcing our ambition to minimize environmental impact while maximizing resource recovery.

As a company that operates approximately 98% in business-to-business markets, dsm-firmenich does not directly engage in consumer packaging. Therefore, topics such as food packaging are not material to our operations. Instead, our efforts focus on reducing industrial waste and promoting circular practices throughout our production and supply chains—where our environmental impact and influence are most significant

Pollution of air, water and soil

Air emissions decreased year-on-year, driven primarily by the reorganization of industrial assets and targeted operational improvements. In parallel, dsm-firmenich set an internal steering target at the end of 2024 to reduce the intensity of phosphorus and nitrogen emissions in areas identified as having a high-water pollution index. Following a comprehensive materiality assessment, we have chosen to publicly report only those air emission categories deemed material to our operations. Emissions such as particulate matter are not disclosed, as they were assessed to be of lower relevance based on their impact and significance.

Waste by disposal method	2024	2023
(tonnes)		
Process-related non-hazardous waste	135,600	
Landfill	5,400	9,000
Offsite incineration with heat recovery	30,100	19,600
Offsite incineration without heat recovery ¹	4,700	5,600
Offsite recovery (recycled waste)	95,300	
Process-related hazardous waste	94,700	
Landfill ¹	6,200	6,000
Offsite incineration with heat recovery	47,500	51,700
Offsite incineration without heat recovery	16,400	13,500
Offsite recovery (recycled waste)	24,600	
Total recycled waste (hazardous and non-hazardous)	119,900	129,700

¹ The 2023 value was restated due to the alignment of definitions post-merger, and reporting scope correction

Pollution of air, water, and soil	2024	2023
(tonnes)		
Emissions to air		
Volatile Organic Compounds (VOC)	2,400	2,700
Nitrogen oxide (NO _x)	500	600
Sulfur dioxide (SO ₂)	20	20
Emissions to water		
Chemical Oxygen Demand (COD) ¹	3,000	2,600
Nitrogen	350	-
Phosphorus	70	-

¹ The 2023 value was restated due to double counting at a small number of sites.



Governance

DSM-Firmenich AG is committed to strong corporate governance to support long-term value creation. As a Swiss company listed on Euronext Amsterdam, it follows Swiss laws and governance practices, while also meeting the applicable EU and Dutch market abuse and reporting rules.

The company's governance is based on its Articles of Association and Board Regulations, which define the roles of the Board of Directors, its Committees, and the Executive Committee. The Board has four committees: Audit & Risk, Sustainability, Compensation, and Governance & Nomination. The Board prioritizes diversity across gender, age, nationality, ethnicity, experience, and thought, considering it essential to its effectiveness, with females representing 37% of its members.

Day-to-day management is delegated to the CEO and Executive Committee, whose members are appointed by the Board of Directors based on the CEO's recommendation. The CEO leads the Group's operations and the Executive Committee—made up of nine members as of December 31, 2024—ensures alignment across the company, manages resources, drives strategy, supports compliance, and promotes sustainability.

Business Ethics

We conduct business in an honest, transparent, and ethical manner. Our Business Ethics team oversees a global program that goes beyond box-ticking compliance, providing active and targeted support to management and employees.

- Code of Business Ethics: Defines the company's values and behavioural expectations, applying universally to all employees and locations. It guides ethical decision-making and was reinforced through mandatory training launched in October 2024. Violations are taken seriously, with 99 terminations resulting from breaches in 2024, highlighting the company's commitment to integrity and ethical conduct.
- Group Policy Framework: Translates business principles into actionable policies, standards, and position statements to promote ethical behaviour, operational efficiency, and risk mitigation. While position statements are public, internal policies and standards define responsibilities and provide detailed guidance to employees, ensuring consistent application across business units and functions.
- Supplier Code and Responsible Sourcing Standard: dsm-firmenich expects all suppliers and third-party partners to adhere to its Supplier Code and Responsible Sourcing Standard, promoting ethical, legal, and sustainable practices. Compliance is monitored through assessments and audits, with breaches potentially leading to terminated relationships and legal action. Ethical expectations also extend to agents and distributors involved with the company's products.
- Identifying and Managing Bribery and Corruption Risks: To combat bribery and corruption, dsm-firmenich introduced a new anti-corruption policy and training programs in 2024. The company further emphasizes compliance through regular risk assessments and internal controls, reinforcing a zero-tolerance stance on corruption and unethical behaviour.
- Speaking Up: dsm-firmenich encourages open reporting of ethical concerns through direct communication or the anonymous SpeakUp platform, which is available to employees and third parties 24/7. All reports are handled confidentially and without retaliation, with 163 reports received in 2024, leading to various actions including training, terminations, and policy reviews. Three cases concerning bribery and corruption were reported and internal investigations were conducted. These cases could not be substantiated. The company maintains a strong commitment to integrity and a safe reporting culture.
- Litigations & Fines: No regulatory fines or enforcement actions associated with false, deceptive, or unfair marketing, labelling, or advertising were reported in 2024.

Our governance framework model



Risk Management

Our risk management framework is based on the COSO Enterprise Risk Management model. It supports the Group, our Business Units, and our Business Partners in managing risks that might prevent us from achieving our strategic, financial, and operational objectives and in protecting company assets, including our reputation.

The governance framework at dsm-firmenich is built on a strong foundation of governance and culture, supporting the core pillars of risk management: strategy and objective setting, risk identification and assessment, risk mitigation and controls, and continuous monitoring and improvement. Clear communication and reporting connect these pillars and ensure transparency with stakeholders. This framework follows the Three Lines model: managers (first line) handle risk directly, Business Partner functions (second line) provide guidance and oversight, and the Group Audit department (third line) offers independent assurance on governance and risk practices.

Each risk management pillar includes the following:

- Strategy & Objective-Setting: Group and Business Unit strategies and objectives are defined by the Executive Committee, approved by the Board of Directors, and translated into specific plans and priorities across all organizational levels.
- Risk Identification & Assessment: Risks inherent to our strategy are identified and assessed throughout the organization using our Enterprise Risk Management framework. Material risks are reviewed biannually by the Executive Committee and Audit & Risk Committee and regularly discussed with the Board.
- Risk Mitigation & Control Activities: Mitigating actions and controls—such as policies, standards, Segregation of Duties, business continuity management, and regular business reviews—are integrated into our operations and executed by the first line of defence.
- Monitoring & Improvement: The Internal Control department defines and tests a standard set of key controls to ensure financial integrity, fraud risk mitigation, and asset protection. The Audit & Risk Committee evaluates the overall effectiveness of the risk management framework.
- Communication & Reporting: Risk reviews occur through structured processes and ad-hoc updates. Twice annually, Business Units and Business Partners report material risks and incidents to the Executive Committee and the Audit & Risk Committee.

Information and Data Governance

Robust cyber and information security are essential to protecting data privacy, controlling system access, and maintaining stakeholder trust. Building on our strengthened governance approach to address the rising influence of artificial intelligence—including mitigating adversarial attacks on machine learning models and implementing adaptive controls against AI-enabled threats—dsm-firmenich employs rigorous processes, advanced technologies, and strict data-handling practices to prevent system failures and security incidents. Cyber risks are reviewed twice a year by the Audit & Risk Committee and supported by comprehensive cyber insurance coverage. Recognizing the growing impact of geopolitical and macroeconomic uncertainties, the company integrates cybersecurity governance and risk management into its broader resilience framework. Using a data-driven approach and a three lines of defense model, dsm-firmenich continuously monitors, measures, and strengthens its cyber controls to detect, prevent, and respond effectively to emerging threats.

We achieved compliance with the NIS 2 Directive in 2025 and successfully completed an independent third-party audit covering all relevant areas of cybersecurity. Oversight of information security is maintained at the executive level through the Chief Information Security Officer (CISO), supported by continuous monitoring of information security incidents.

All employees complete mandatory annual training on information security to foster awareness and strengthen the company’s overall resilience.

In 2024, the company experienced no major cyber incidents.



Materiality Matrix

- Materiality Assessment Process: dsm-firmenich conducts an annual, evolving materiality assessment process—validated by internal leadership and approved by the Board—that evaluates potential and actual ESG impacts, risks, and opportunities to ensure alignment with stakeholder expectations and sustainability priorities.
- 2024 Materiality Assessment: In 2024, with no major business changes, dsm-firmenich revalidated its 2023 materiality conclusions through a structured re-assessment, resulting in refined topic classifications and integration, and the updated Materiality Matrix was approved by the Sustainability Committee.

The recalibration of the Materiality Matrix resulted in 12 Material topics and four ‘emerging topics.’ The emerging topics are topics that warrant monitoring but are considered not material in the reporting year. Topics are listed in each of the quadrants alphabetically and are grouped into three areas: Governance and Business, Environment, and Social. No topics were identified as only impact material, as all material topics were expected to be financially relevant.



Business Sustainability updates



Perfumery & Beauty

Perfumery & Beauty (P&B) is a leading creation and innovation partner for the most iconic global and local brands in consumer goods, lifestyle, and luxury beauty. P&B is home to some of the finest industry talent, offers an unmatched palette of ingredients, including captives, and is supported by a vertically integrated supply chain.

In 2024, P&B underwent a significant transformation, laying a strong foundation for future growth with a new operating model and fully integrated Business Unit that unites Perfumery, Ingredients, Beauty & Care, Operations, and Business Partners. This integration strengthened our position in the perfumery and beauty industry. We advanced operational excellence through AI and data-enabled programs in supply chain and manufacturing, while deepening customer and consumer engagement. Our continued leadership in science, innovation, and sustainability, along with accelerated investment in new ingredients, technology, and fragrance design, drove strong performance and market growth throughout the year.

Highlights

At P&B, we create essential, everyday products that deliver a superior consumer experience while having a positive impact on the planet.

- In 2024, P&B delivered +7% organic sales growth and +13% Adjusted EBITDA growth
- We won more than a dozen awards for our fragrance creations
- We were recognized at various supplier awards ceremonies by some of our biggest international clients
- Our well-ageing, holistic beauty solution ETERWELL™ YOUTH won accolades as a groundbreaking innovation
- We invested in cutting-edge ingredients plants and inaugurated new production units to facilitate future growth
- We launched a new suncare concept, Sunsense3, built on a vision to transform sun protection into a daily indulgence
- We advanced our sustainability agenda with a new target for 90% of our washable products to be ultimately biodegradable by 2030, reinforcing our commitment to innovation with impact

Sustainability

In 2024, P&B deepened its commitment to sustainability by leveraging robust Life Cycle Assessment (LCA) capabilities, tracking 16 PEF-aligned indicators across 98% of its ingredient portfolio, as well as sustainability data on biodegradability, renewability, and upcycling. This data was integrated into EcoScent Compass®, our eco-fragrance tool, empowering perfumers to design with sustainability in mind through informed ingredient selection. The tool now covers 45 fragrances-level and 20 ingredient-level claims, with optimized data fuelling even more eco-conscious creation. The company also advanced ingredient innovation by embedding sustainability criteria such as biodegradability and low carbon footprint into its processes. Leveraging biotech and upcycling to create high-performance, biodegradable ingredients like CLEARWOOD® PRISMA and Dihydroestragole RC. Additionally, sustainable extraction technologies such as Firgood® provide 100% natural extracts via solvent-free processes, reinforcing P&B's eco innovation leadership.

Innovation

P&B continued to lead in scientific fragrance innovation in 2024 to drive continuous effort to reduce the end-of-life impacts of our ingredients through the improvement of biodegradability of products for the washable product categories, we achieved major breakthroughs like HaloScent® Pure You—the first biodegradable profragrance tailored for fine fragrance applications and personalized through skin microbiome activation. Popscent® eco, the next-gen biodegradable, renewable, REACH compliant encapsulation technology, delivering high-performance, sustainable fragrance experiences with growing global adoption. Sunsense3 was also introduced, merging UV protection with sensorial pleasure by combining Beauty & Care's sun protection expertise and Perfumery's fragrance innovation. P&B's Firgood® extraction technology earned the 2024 Cosmétique Mag Editor's Award for Supplier Innovation, and Jasmine Flower India SFE Abs won the Perfumery Ingredient Award. These recognitions, alongside the launch of the 2024 Sharing Innovation collection, showcased P&B's legacy in natural extraction, biotech excellence, and commitment to sustainable, cutting-edge ingredients.

Partnerships

In 2024, P&B advanced inclusivity through strategic collaborations, joining the Value of Beauty Alliance and The Colors initiative to promote multicultural representation in cosmetics and perfumery. The company also hosted a high-profile NYC event at the French Consulate, uniting multicultural fragrance customers and industry experts to foster dialogue and drive innovation for diverse consumer needs.



Taste, Texture & Health

Taste, Texture & Health (TTH) brings progress to life by tackling some of society’s biggest challenges: providing nutritious, healthy, and sustainable food and beverages; transforming diets with products that offer appealing taste and texture; and nourishing the rapidly growing global population while minimizing food loss and waste.

TTH encompasses two main divisions: Taste—which includes flavours, natural extracts, and sugar reduction solutions—and Ingredient Solutions, covering food enzymes, hydrocolloids, cultures, natural colorants, nutritional ingredients, and plant-based proteins. Through four growth platforms—plant-based, sugar reduction, petfood, and health benefit solutions—TTH delivers innovative, appealing, and sustainable food and beverage offerings designed to improve both consumer experience and environmental impact. With a strong focus on feeding a growing population sustainably and reducing food waste, TTH collaborates closely with customers to develop products that span the full value chain, from discovery to end-use. These include sugar-reduced beverages, creamy dairy, savoury foods, and nutritious plant-based alternatives.

Highlights

- In 2024, TTH delivered +8% organic sales growth and +11% Adjusted EBITDA growth
- Sales synergies gained momentum through cross-selling, concept-selling, and capability-sharing, resulting in a steadily growing pipeline in line with mid-term ambitions. We announced our strategic priorities at dsm-firmenich’s Capital Markets Day in June and, as a result of our strategic review, we sold our yeast extracts business to Lesaffre
- We continued to invest in our regional presence by building or expanding facilities around the world and successfully implementing continuous improvement initiatives
- We accelerated the next step in our integration process while maintaining high employee engagement and customer satisfaction throughout
- We prioritized climate actions to meet long-term science-based targets and demand for lower-carbon food and beverage solutions
- We accelerated, and were awarded for, the use of advanced digital technologies for food and beverage research and innovation. These include machine learning and artificial intelligence for fermentation, lab automation, and receptor technologies

Sustainability

In 2024, TTH advanced its climate action agenda by assessing its full carbon footprint—including Scope 1, 2, and 3.1 emissions—and developing a reduction pathway aligned with long-term Science Based Targets (SBTs). A key milestone was achieved with EverSweet®, the first commercial product from the Avansya joint venture with Cargill, which significantly outperforms sugar in sustainability: 81% lower carbon footprint, 96% less land use, and 97% less water use.

Innovation

In 2024, TTH accelerated digital transformation and cross-divisional innovation, expanding joint research efforts in sugar reduction and plant-based solutions across all segments. AI, machine learning, and advanced receptor technologies played a key role in enhancing product development efficiency and precision. Notably, TTH introduced new alcohol taste solutions that deliver authentic sensory experiences for low- and no-alcohol beverages, offering potential cost savings for producers and consumers. The Delvo®ONE portfolio for fermented milk products earned the Digital Transformation Innovation of the Decade Award at Gulfood Manufacturing, recognizing its AI-powered culture selection and its impact on taste, texture, and shelf-life optimization.

Partnerships

In 2024, TTH strengthened strategic partnerships to support innovation and market expansion, particularly in China. A global strategic cooperation agreement was signed with Yili Group, focusing on taste innovation in dairy and health to enhance competitiveness in the Chinese market. Additionally, TTH acquired full ownership of ArtSci Biology Technologies Co., Ltd, a Chinese flavour company specializing in dairy, beverages, and confectionery. This acquisition marks a strategic move to deepen TTH’s local market presence and extend its geographic footprint across China, building on a collaborative relationship that began in 2019.



Health, Nutrition & Care

Health, Nutrition & Care (HNC) helps people improve their health by delivering critical nutrients for proactive health in every stage of life and every sort of lifestyle. supplementing their diet with critical nutrients. Working across segments like Early Life Nutrition, Dietary Supplements, Pharmaceuticals, Medical Nutrition, and Biomedical materials, we drive nutrition science and medical innovation forward, optimizing immunity, accelerating recovery, and enhancing quality of life.

At HNC, we advance global health across all life stages by delivering next-generation products, tailored solutions, and expert services through an end-to-end partnership model. Collaborating closely with customers from concept to launch, we offer deep consumer insights, a wide portfolio of nutritional ingredients, and innovative capabilities. In 2024, we enhanced our offerings with new delivery systems and advanced masking and flavour technologies, enabling effective, convenient formats like powders, gummies, and gels. By integrating evidence-based ingredients, regulatory and formulation expertise, and sensory innovation, we create impactful, appealing health solutions that meet the evolving needs of consumers worldwide.

Highlights

- In 2024, HNC delivered +1% organic sales growth. The reported Adjusted EBITDA was down 5% from the previous year
- With new regulatory approvals in place, we grew our HMO portfolio and announced a groundbreaking partnership with Lallemand to drive synergistic symbiotic solutions for Early Life Nutrition
- We accelerated our strategic portfolio transformation from fish oil to our proprietary and highly sustainable algal-based omega-3s
- We significantly expanded our 'Health from the Gut' leadership solutions with several new launches in prebiotics, probiotics, and postbiotics
- We achieved several industry approvals and strategic launches, addressing key global consumer trends and needs with innovative solutions and market-specific approaches
- Our Biomedical business expanded its facilities on the basis of strong growth in recent years, while new application and development launches helped improve patient outcomes
- i-Health launched several innovative activities and new products that helped to build strong brand awareness and to address frequently overlooked health issues

Sustainability

In 2024, HNC deepened its role as a strategic partner by supporting Global Key Accounts in achieving Scope 3 emissions targets, leveraging its own strong reduction commitments. Sustainability became fully embedded in HNC's expert services, enabling transparent communication of environmental impacts through the Sustainability Imp'Act Card™, now covering 100% of core straight ingredients. Internally, HNC fostered climate awareness by launching onsite Climate Fresk workshops, activating collective engagement and reinforcing its organizational commitment to sustainability.

Innovation

HNC advanced its strategic innovation agenda in 2024 by aligning R&D with consumer needs across key health areas like gut health, healthy aging, and women's health. The company provides novel ingredient solutions as well as novel premix and market-ready solutions, including the algal-sourced *life's®OMEGA* portfolio, expansions to the Humiome® gut health line, and continued leadership in infant nutrition via HMOs. Other standout innovations included the expansion of the Quali®-A range with the launch of Dry Vitamin A Palmitate, a new form of vitamin A – as a stable, clean label solution for combating malnutrition and widespread nutrient deficiency through flour fortification; a premium CBD drug intermediate that enhances compliance and bioavailability; and Sprinkle It Technology™ (SIT™), introduced in Japan to address nutritional gaps among seniors through patented micronutrient granules.

Partnerships

In pursuit of global health and nutrition equity, HNC strengthened partnerships with organizations like the Gates Foundation and the World Food Programme to combat hunger and malnutrition, especially among children and pregnant women. These collaborations focus on cost-effective, large-scale food fortification (LSFF), providing essential, high quality, and affordable micronutrients through staple foods. By sharing expertise and scaling impactful solutions, HNC continues to contribute meaningfully to global efforts addressing nutritional deficiencies in vulnerable populations.



Animal Nutrition & Health

Animal Nutrition & Health (ANH) enables the industry and our customers to efficiently produce healthy and affordable animal protein while harnessing the power of data to make animal farming practices more sustainable, productive, profitable and transparent.

In 2024, our Animal Nutrition & Health (ANH) Business Unit—powered by over 6,000 employees across 60+ countries and generating over €3.3 billion in annual revenue—continued to lead in advancing sustainable animal farming through science and innovation. Known for breakthroughs in innovative nutritional solutions, feed additives, and advanced data-driven precision services, we support livestock farmers in enhancing productivity, improving animal health, reducing emissions and reducing antibiotic use to address global challenges like food inflation, antimicrobial resistance, and environmental impact. With a strong legacy in pioneering solutions, including performance additives and precision nutrition, the unit faced a pivotal shift in 2024, as it was determined that its future growth would be better realized under new ownership, leading to the announcement of its separation from the Group.

Highlights

- In 2024, ANH delivered +5% organic sales growth, with Adjusted EBITDA up significantly from the previous year
- Preparations for the carve-out of our ANH business advanced well
- Continued strong growth of innovation sales in Performance solutions and Precision Services, with new strategic customer agreements strengthening our competitive edge
- Our vitamin business delivered a step-up in profitability, clearly showing its resilience
- The inauguration of two new premix plants in Egypt and Brazil marked a milestone toward growth
- New partnerships established in the ecosystem of Sustell™ included Deloitte, IFC, and multiple feed formulation software providers
- Veramaris® doubled production volumes, becoming a viable alternative to fish oil

Sustainability

To address the dual challenge of rising animal protein demand and environmental impact, ANH focuses on six sustainability platforms aligned with the UN SDGs: enhancing animal lifetime performance, optimizing resource use, reducing emissions, tackling antimicrobial resistance, decreasing reliance on marine resources, and improving nutritional quality while reducing food loss and waste. Solutions like Sustell™, the industry leading life-cycle assessment platform, help customers improve operational efficiency and profitability meet their sustainability reporting needs and unlock access to new value such as sustainable financing, eco-labelling and carbon monetization. In 2024, the ANH Science & Research team recognized for their leadership in tackling AMR participated in a UN AMR declaration, while products in our Performance Solutions portfolio, OVN®, Verax™, and Bovaer®—now used in 65+ countries—demonstrated significant contributions to emissions reduction and sustainable practices. Veramaris® also doubled its Omega-3 algal oil output and gained further global traction, cementing its recognition as the leading solution to help address the aquaculture industry’s over-reliance on marine resources.

Innovation

ANH strengthened its innovation leadership in 2024 through portfolio expansion in Precision Services and Performance Solutions. Sustell™ introduced modules for beef and shrimp and further grew its partnerships in the data eco-system; FarmTell™ integrated AI via the Lore™ platform; and key feed innovations launched included ProAct 360™, new Hy-D® applications, HiPhorius™, and FUMzyme® sol. Notably, dsm-firmenich sold its Feed Enzymes Alliance stake to Novonesis for €1.5 billion. Meanwhile, Verax™ DBS provided a novel, non-invasive method for assessing vitamin D3 status in animals – an important nutrient for animal health and productivity. These advancements along with our broad portfolio of nutritional products and solutions applied to meet the specific, local needs of the industry and customers support more sustainable and efficient animal nutrition and health.

Partnerships

Throughout 2024, ANH expanded its Sustell™ partner ecosystem across the animal protein value chain. Collaborations with Deloitte strengthened Sustell™’s recognition and position across the value chain, while work with the IFC (World Bank) illustrated how financial institutions can assess and manage financed emissions in agriculture. The integration of Sustell™ with feed recipe management software from BESTMIX® and Format Solutions streamlined data connectivity for feed producers and integrators there by improving the ability to quantify and improve the environmental impact at scale, further strengthening ANH’s role as a key partner in sustainable animal nutrition.



Responsible Sourcing

To support our business growth and maximize positive impact, our procurement teams collaborate with more than 30,000 tier 1 suppliers and tier-N strategic and exposed suppliers through a responsible sourcing framework that promotes ethical, traceable, and sustainable value chains. Guided by our 'Join Forces' Supplier Engagement Program and aligned with sustainability objectives, this framework is embedded into our decision-making and led by our responsible sourcing team, which reports to the Chief Procurement Officer (CPO) and Chief Sustainability Officer (CSO) to ensure strong alignment with our Sustainability Group's objectives and our sourcing decision-making process.

Supplier qualification

Our dsm-firmenich Responsible Sourcing standard, implemented in April 2024, is designed to engage suppliers as partners on our ambitious sustainability journey, starting with the qualification step. It complements our Supplier Code, offering clarity on our priorities and expectations for suppliers in terms of People and Planet performance.

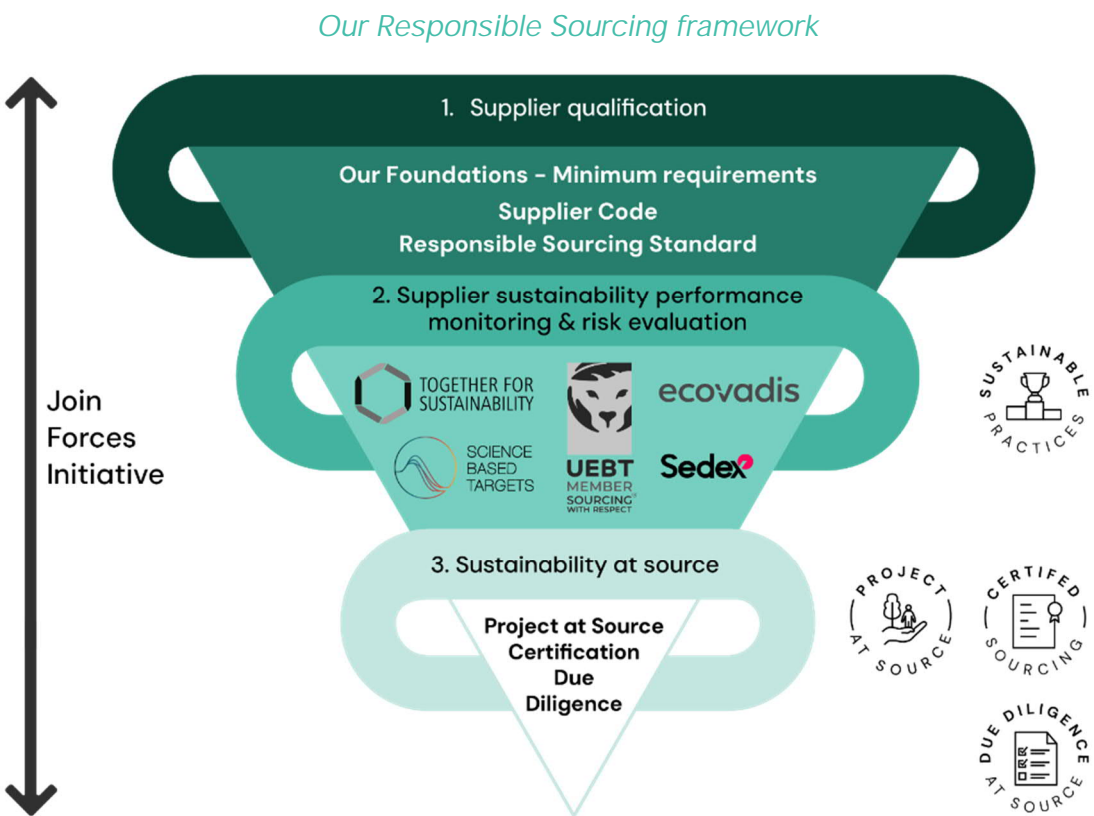
The Standard applies to all our suppliers that contribute to our value creation process. We request that our suppliers thoroughly review this document and comply with its requirements. While the Standard directly applies to our suppliers, we also expect them to extend similar standards throughout their own supply chains.

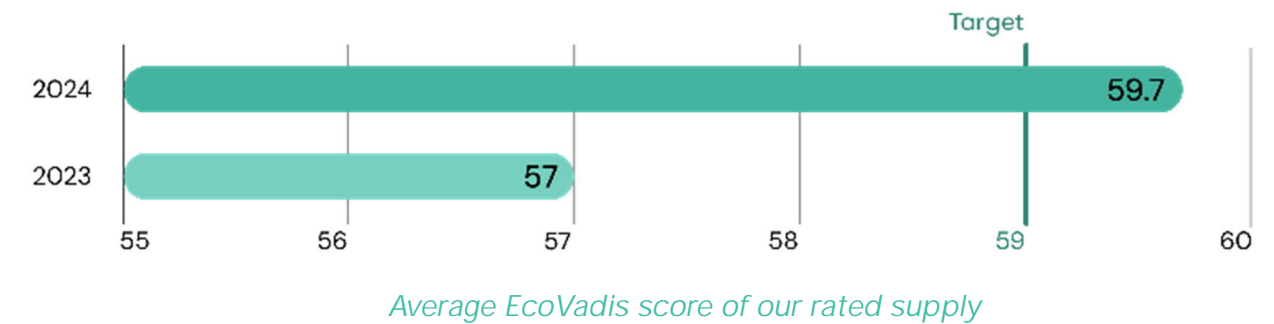
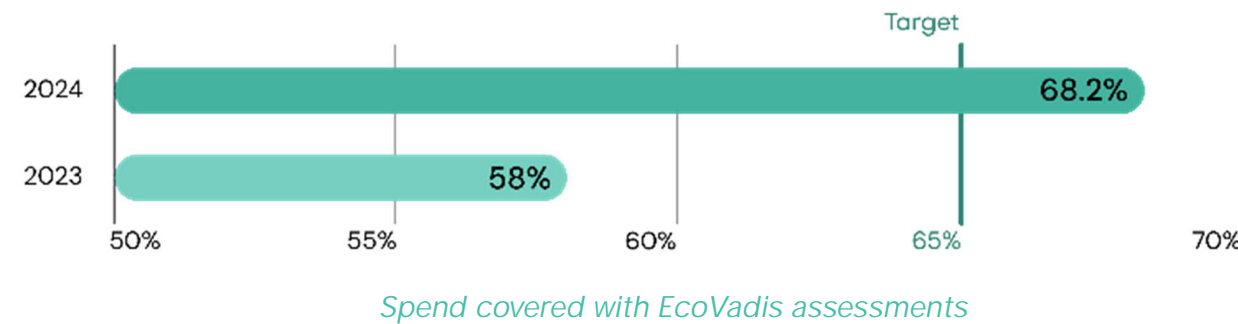
As part of our annual review process, we recently updated the Responsible Sourcing Standard to further strengthen social and environmental sustainability across our supply chain. The revised version integrates our climate and deforestation commitments, requiring suppliers to set science-based greenhouse gas (GHG) reduction targets, uphold strict no-deforestation principles, and comply with emerging regulations such as the EU Deforestation Regulation (EUDR). To ensure consistent implementation globally, the Standard has been translated into French, Spanish, Portuguese, and Chinese, supporting accessibility and alignment across diverse sourcing regions.

Supplier Sustainability Performance

We strengthened the second layer of our responsible sourcing framework—Supplier Sustainability Performance—by enhancing procurement teams' sustainability capabilities and integrating third-party ESG data (from EcoVadis, SEDEX, UEBT, and SBTi) into a centralized analytics tool. This enabled more informed, ethical, and risk-aware supplier decisions. We assessed 2,658 suppliers (77.3% of our spend) with a weighted average EcoVadis score of 67.1. We conducted 100% of the 120 on-site audits as part of our annual risk-based plan, identifying social impacts detailed in our [Human Rights Report 2025](#), along with implemented corrective actions. No significant environmental impacts were identified. Using audit data, we engaged suppliers in corrective actions and continuous improvement. Procurement teams were trained to use this data effectively, and responsible sourcing metrics were added to annual performance reviews to embed sustainability into decision-making.

To further strengthen our Supplier Sustainability Performance framework, we enhanced our risk-screening capabilities with the deployment of IQ+, a dynamic tool that prioritizes suppliers based on their risk profiles. This advancement was complemented by the integration of data from UEBT and Sedex, broadening our visibility into ethical sourcing and social compliance risks. Together, these improvements enable a more proactive and data-driven approach to supplier management, allowing us to identify potential issues earlier, focus resources where they are most needed, and drive continuous improvement across our supply base.





Sustainability at Source

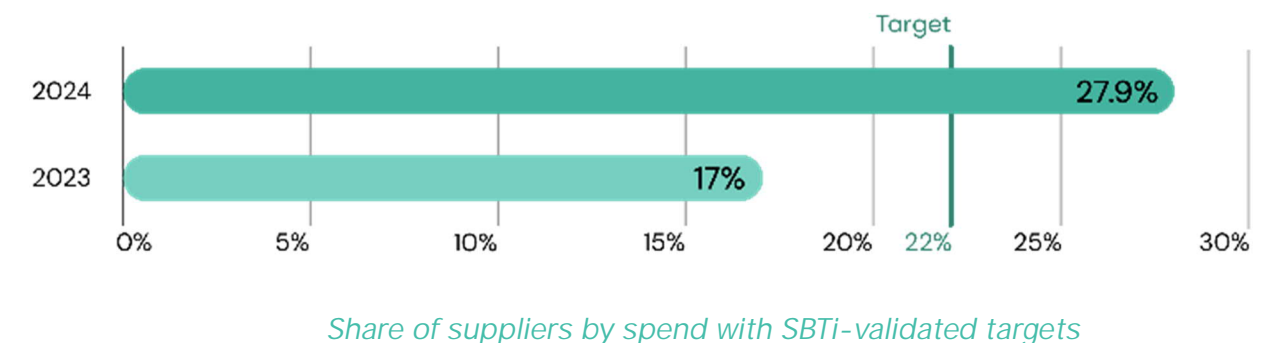
We focus on strengthening our due diligence framework and deepening collaboration at the source to address sustainability risks in vulnerable supply chains. Our “Sustainability at Source” projects—typically lasting three years—aim to improve social outcomes (such as human rights and women empowerment) and promote environmental sustainability through initiatives like traceability systems, supplier support for certifications, and regenerative farming. These efforts align with international standards (UNGPs, OECD Guidelines) and the UN SDGs, covering both direct and indirect partners to foster inclusive, responsible growth across the value chain.

Building on these efforts, we introduced a dedicated Supply Chain Due Diligence Standard to formalize our approach to identifying and mitigating risks across the value chain. The new standard formalizes expectations for internal teams and suppliers, embedding human rights, environmental protection, and ethical business conduct into procurement processes. It outlines clear procedures for both on-site and desktop assessments, ensuring consistent application across diverse sourcing contexts. Through its structured methodology, the standard enhances our ability to address key risks—such as labor rights, deforestation, and climate impact—while supporting compliance with international frameworks including the OECD Guidelines, UNGPs, and the upcoming EU Corporate Sustainability Due Diligence Directive (CS3D).

As part of these efforts, we are partnering with Ulula to conduct a worker survey at our Apodaca and El Salto sites in Mexico, focusing on facility management services. This initiative, under our Responsible Sourcing Due Diligence program, directly engages agency workers from cleaning and security suppliers to better understand their working conditions and uphold human rights. The survey will help strengthen site engagement and identify opportunities to improve access to grievance mechanisms, wage transparency, and worker representation. Insights gained will inform a corrective action plan designed to deepen collaboration with suppliers, enhance communication about grievance channels, and ensure continuous monitoring and improvement. This work reinforces our commitment to ethical sourcing and to advancing fair and responsible practices across our value chain.

Accelerating climate action

To support our 2045 net-zero goal, we required strategic suppliers to adopt SBTi-aligned targets, increasing the percentage of spend with such suppliers to 35.4%. We also piloted the collection of Product Carbon Footprint (PCF) data from key suppliers, achieving 14.2% coverage with primary emission data. As part of our WBCSD PACT membership, we encouraged suppliers to develop compliant PCFs and provided educational resources to support them. These efforts aim to reduce Scope 3 emissions and contribute to our interim goal of a 25% GHG reduction by 2030.



Our Joining Forces program for suppliers and stakeholders

In 2024, we launched the "Joining Forces for Responsible Sourcing" program, engaging 700 global suppliers and partners in a hybrid event that highlighted our sustainability goals and collaboration opportunities. The event featured leadership dialogue, breakout sessions on climate and human rights, and participation from the UN, EcoVadis, and consultants. We also celebrated internal and external achievements through our Procurement and Supplier Sustainability Awards, recognizing exceptional initiatives like sustainably sourcing geranium bourbon oil and VERGER's Fair for Life-certified project. These initiatives underscore our commitment to recognizing and rewarding suppliers that support ethical, impactful, and resilient sourcing practices.

Leveraging the power of partnerships

We continue to collaborate with global platforms and industry initiatives to scale our impact and foster sustainable supply chains. As an active member of Together for Sustainability (TfS), we leverage shared supply chain insights to enhance ESG understanding. Our participation in initiatives like the Sustainable Vanilla Initiative and the UN Global Compact Decent Work Platform furthers our commitment to ethical sourcing. We also engaged in high-level industry dialogues and conferences, where we shared insights and advocated for transparency and responsible practices across value chains.

Building on these partnerships, we recently joined AIM-Progress, a global forum of companies dedicated to advancing sustainable supply chains. By joining, we strengthen collaboration with industry peers to accelerate progress on human rights, ethical practices, and sustainability across global supply chains. Our membership reinforces our collective commitment to responsible business practices and enables us to share best practices, leverage collective action, and drive meaningful improvements that benefit workers, communities, and the environment. Through shared audits, mutual learning, and cross-industry collaboration, we aim to harmonize expectations, enhance alignment with international standards, and scale positive impact across the consumer goods sector—further amplifying our efforts to promote transparency and sustainability throughout our value chains.

Building procurement capability for responsible sourcing

To strengthen our commitment to responsible sourcing, we equipped every member of our global procurement community with the knowledge and tools to integrate sustainability into daily decision-making. Through a comprehensive training program, our teams gained deeper understanding of key topics such as ethical sourcing, human rights, climate impact, and traceability standards. By embedding these principles into core business processes, we ensure that procurement professionals across dsm-firmenich consistently uphold ethical practices and contribute to long-term sustainable growth. In 2024, 100% of our procurement professionals completed this training, reinforcing our collective dedication to responsible and transparent supply chains.

Raw material certifications

Certification plays a pivotal role in responsible sourcing. It offers transparency, ensures ingredients are sourced under fair labour conditions and ethical business practices, and minimizes environmental impact. By supporting certification efforts, we mitigate risks and bring positive impact to our supply chains. Our certifications program includes various standards such as RSPO, organic, Fair Trade, Rain Forst Alliance, UEBT and others.



Global Engagement and ESG Leadership



Strategic Alliances

We are committed to accelerating the sustainability transition but recognize we cannot do it without a collective effort. To truly bring progress to life we need partners across our value chain, including businesses, consumers, NGOs, governments, and academia. Together, we strive to make a positive impact on both People and Planet.

As part of this collective commitment, dsm-firmenich is a signatory to both the IFRA–IOFI Sustainability Charter and the Responsible Care Charter. The IFRA–IOFI Sustainability Charter is a voluntary, sector-wide framework that unites fragrance and flavor companies around shared goals of responsible sourcing, product safety, transparency, and broader social and environmental progress. Likewise, the Responsible Care Charter is a global chemical industry initiative that drives continuous improvement in safety, health, and environmental performance through voluntary commitments and collaboration across the sector.

The corresponding graph further illustrates the many partnerships and collaborations through which dsm-firmenich works to create lasting positive impact for people and the planet.



ESG Ratings and Certifications

Sustainability is an overarching goal for our company, but we also like to think about it in material terms. This is reflected by our inclusion in several environmental, social, and governance (ESG) benchmarks and ratings, many of which rate us as a (sector) leader. Given the number of ESG benchmarks, participating in each one isn't feasible, so we annually review and prioritize participation.

In 2024, our priorities* and outcomes were:

CDP
We maintained our leadership position in CDP Water Security and achieved management level for CDP Climate Change for our disclosures in 2024 on the reporting year 2023.

EcoVadis
We hold a Gold medal from EcoVadis. The Gold rating places us in the top 5% of all companies assessed by EcoVadis in the past 12 months.

FTSE4Good
dsm-firmenich is a constituent of the FTSE4Good Index, which is designed to measure the performance of companies demonstrating specific ESG practices.

ISS
We were assessed at the end of the year with a low-risk rating from ISS QualityScore. ISS ESG reconfirmed dsm-firmenich as 'Prime' according to its rating methodology. Our rating of B- puts us in the top decile relative to our industry group.

MSCI
MSCI rated us as 'AA', highlighting carbon mitigation program and business ethics practices.

Sustainalytics
Sustainalytics assessed us as being at low risk of experiencing material financial impacts from ESG factors, with the company being included in the Top-Rated ESG Companies List.



**In 2025, we will add Bloomberg ESG and Standard S&P Global CSA to our priorities.*



The image features a solid teal background. Three large, overlapping circles in a lighter shade of teal are positioned horizontally across the frame. The circles overlap in the center, creating a continuous shape. The text "We bring progress to life" is centered horizontally and vertically, written in a white, clean, sans-serif typeface.

We bring progress to life