

Capital Markets Day

Science & Research

Sarah Reisinger

Chief Science & Research Officer

An outstanding track record of innovation

Impacting people's lives positively for over 150 years

1869
First commercial production of baker's yeast

1934
Vitamin C production

1939
Leopold Ružička awarded Nobel Prize for work on musks

1961
Hedione®

1964
First lactase enzymes via biotech

1992
Parsol® 1789

1995
Pink Pepper SFE 1st CO₂ extract

1997
Haloscent® G

2002
Flexarome® flavor and actives delivery

2008
ResVida® 1st synthetic, high purity resveratrol

2014
Clearwood® 1st biotech fragrance ingredient

2018
Veramaris® algae-based omega-3 oil

2018
geniVida® 1st synthetic, high purity genistein

2019
TastePRINT® Bovaer®

2019
Stevia commercial fermentation

2020
World's first AI-created flavor

2021
AmpliD®

2023
life's® OMEGA O3020 RBD Sweat

2023
Popscent® EcoMax Trail fragrance design model

2024
Haloscent® Berryboost

dsm-firmenich – innovator in nutrition, health and beauty – is born!

An innovation powerhouse in nutrition, health & beauty

Enabling our business units to keep pushing the boundaries of what is possible

Taste, Texture & Health

Converging the delicious and nutritious for an unrivaled experience



Health, Nutrition & Care

Nourishing, protecting and improving people's lives throughout their journey



Perfumery & Beauty

Delivering well-being and sensory delight to consumers at key moments



Taste, Texture & Health

Accelerating diet transformation with unrivalled taste and texture

Products we love.
But healthier.
More delicious.
And better for
the planet

39 global
launches in 2023

Featured innovations



Eliminating compromise
with pleasurable and healthy
sugar-reduced foods



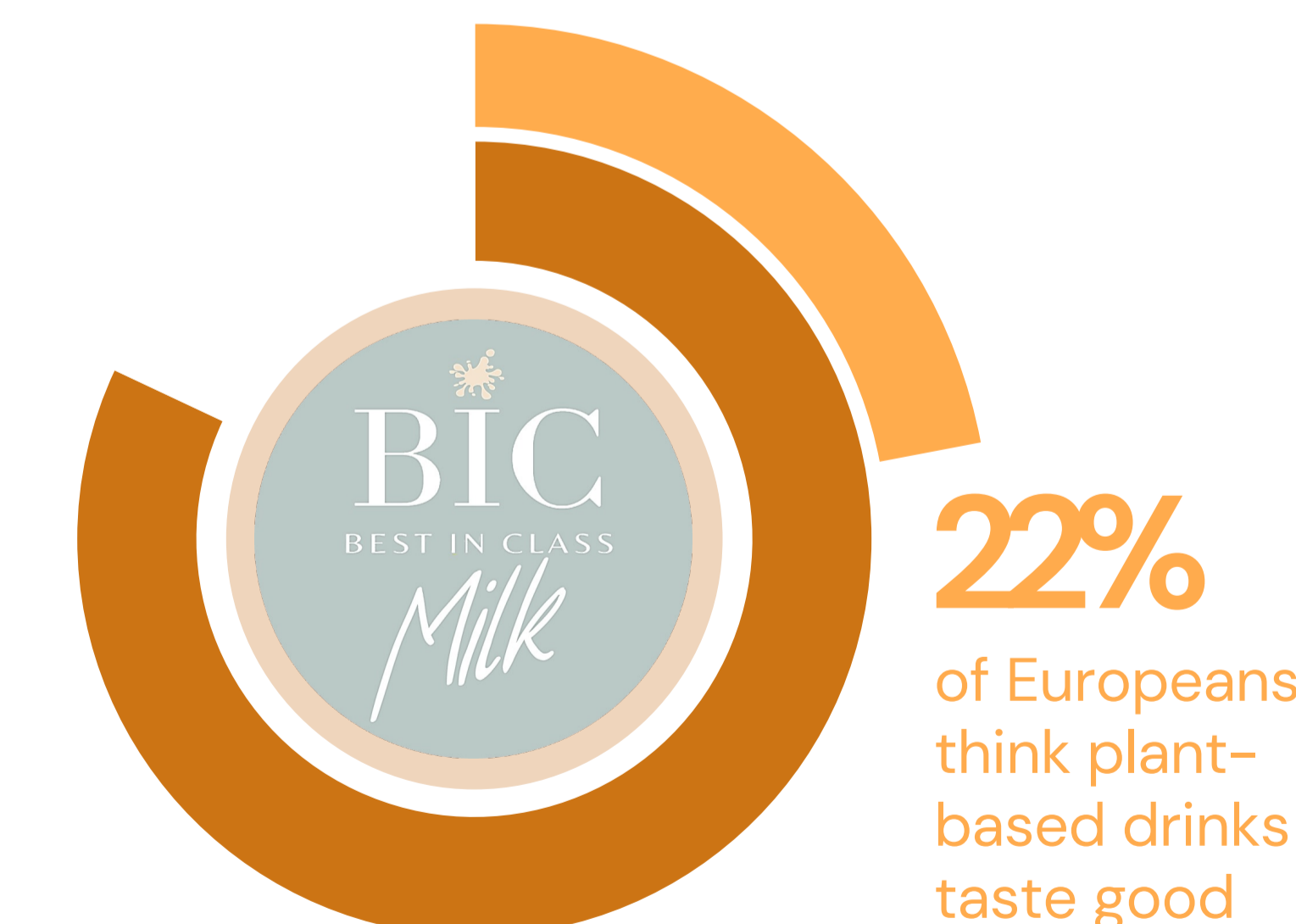
up to **30%**
sugar
reduction

Enhanced sensation in carbonated drinks

TasteGEM® Carbonation
Flavors modulating carbonation
perception in low-sugar sparkling
beverages



**Making alternative
proteins** truly delicious
and sustainable



82% would buy such
products if they
tasted like cow's milk.

Augmented dairy- like experience

Best-In-Class Milk
Solutions combining flavors and
maskers portfolio powered by
sensory & consumer insights, and
Dynamome® DA optimized flavor/
mouthfeel delivery system

Plant Power toolkit
Solutions for optimized taste and
texture in plant-based fermented
products

Health, Nutrition & Care

Keeping the world's growing population healthy

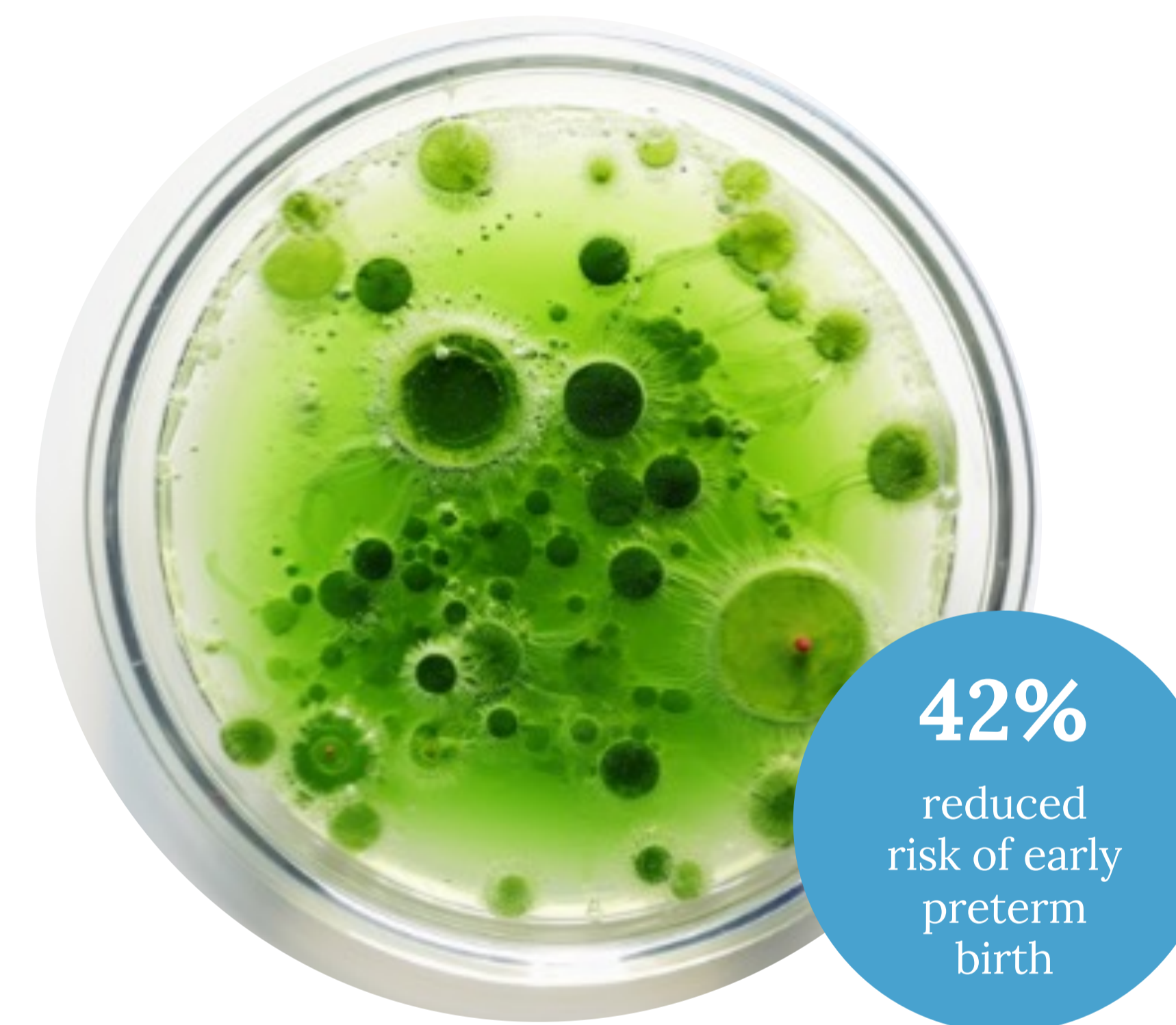
Solutions that nourish, protect and improve people's lives at every stage of their journey, sustainably

15 global launches in 2023

Featured innovations



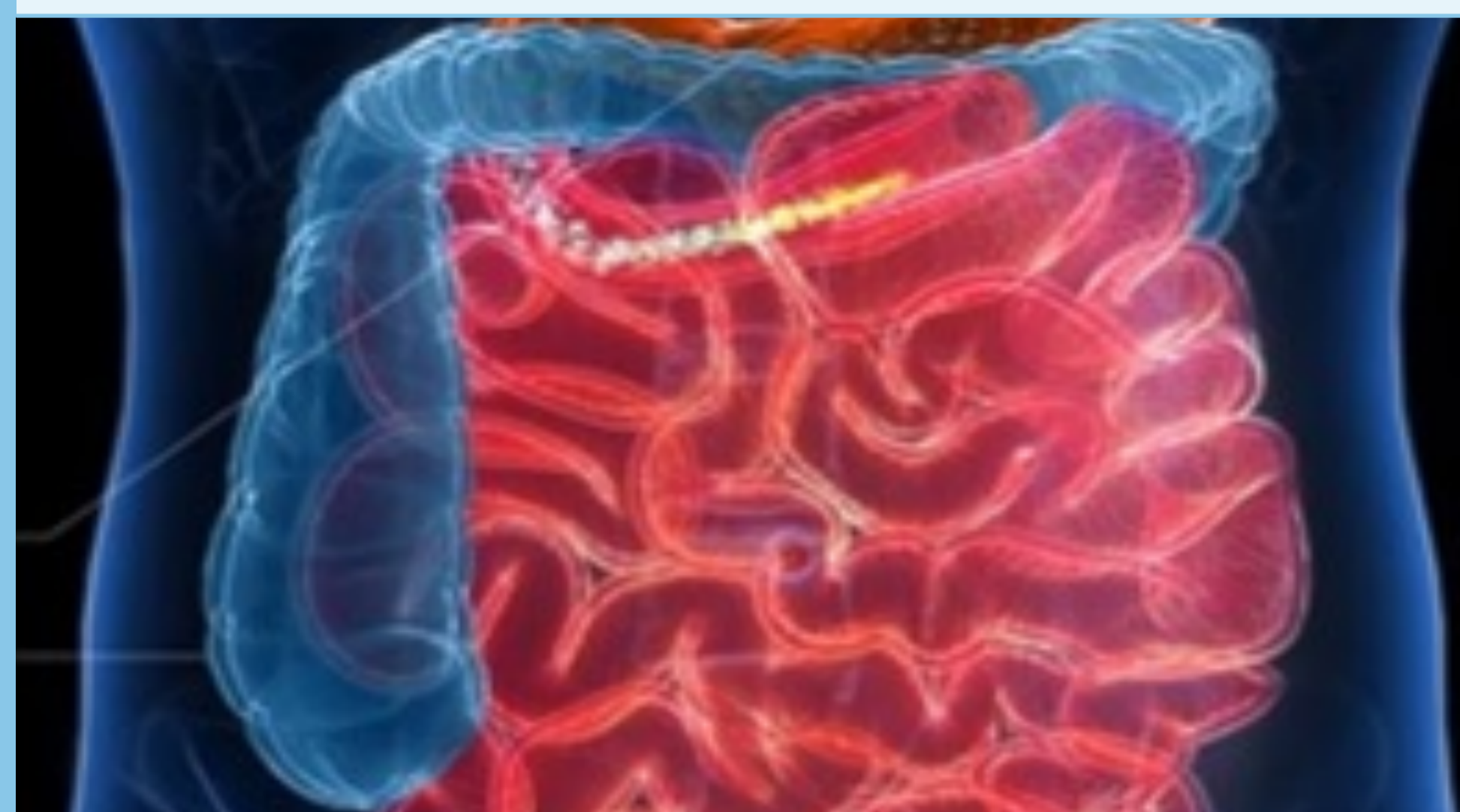
Reducing risk of pre-term delivery with **algal-based omega-3s**



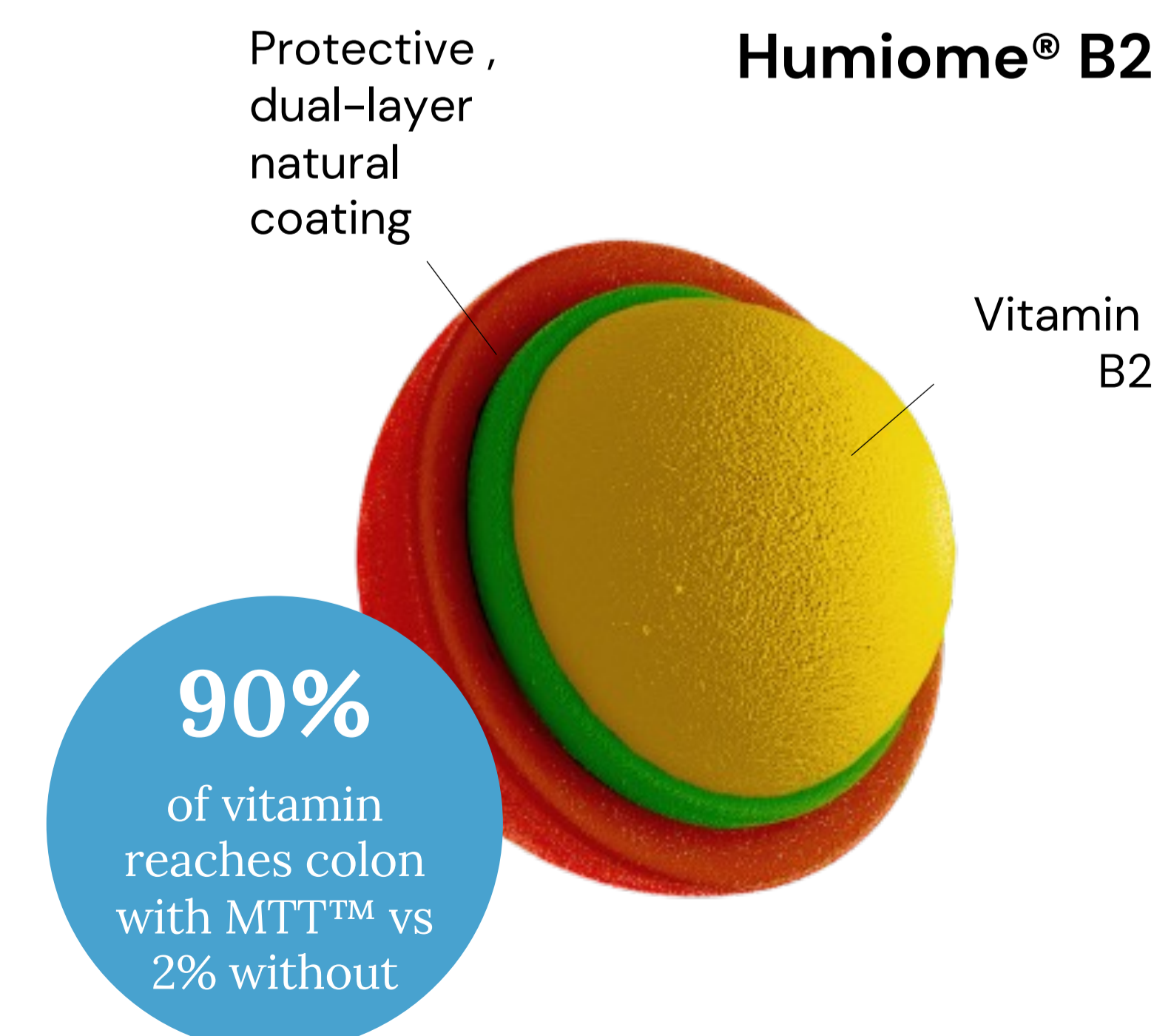
42%
reduced risk of early preterm birth

Cutting-edge lipid portfolio with superior sensory properties

Algal-based **life's®DHA** and **life's®OMEGA** – the perfect solution to assist moms-to-be, their babies and the planet



Harnessing the microbiome's potential for boosting **health from the gut**



90%
of vitamin reaches colon with MTT™ vs 2% without

Proprietary gut health solutions

Humiome® B2
First 'biotic' vitamin powered by a patented Microbiome Targeted Technology (MTT™) for colon delivery

Humiome® Post LB
Pioneering and science-backed postbiotic solution composed of proprietary strains

Perfumery & Beauty

Unleashing beauty and the power of scent for better wellbeing

Innovative fragrance creations and personal care solutions powered by unique technologies and ingredients for holistic wellbeing

25 global launches in 2023

Featured innovations

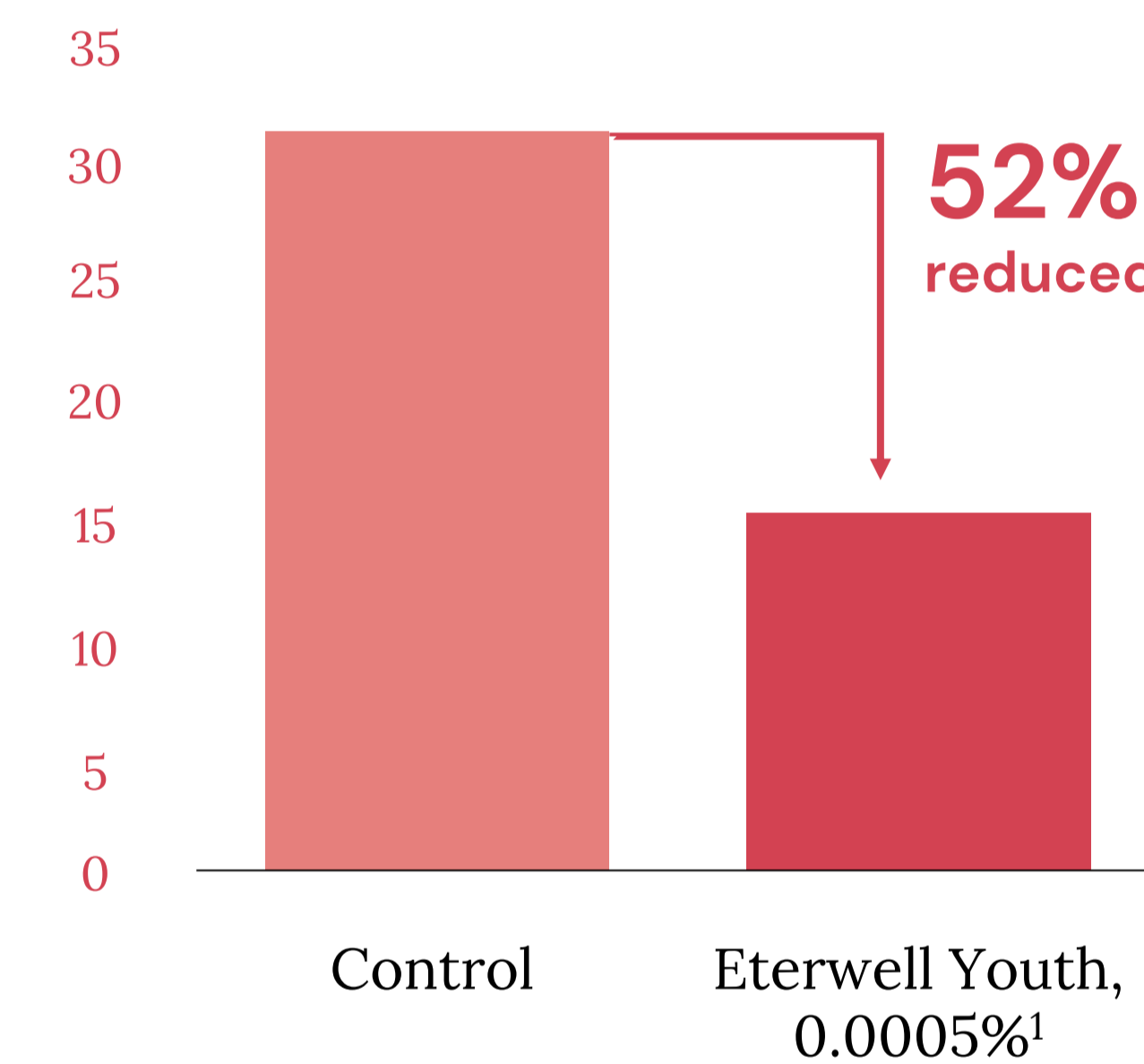


Bringing **beauty, well-being and health** to the forefront of daily life



Delivering **long-lasting sensory delight** at key moments

Senescent cells (%)



1. Dry Extract, p<0.005

Well-aging by targeting senescence

Eterwell™ Youth

An award-winning solution for healthy aging skin that helps to kill 'zombie' cells for a younger look

Helps restore and boost collagen ex vivo – a first-of-its-kind mechanism for this type of product



2 out of 3

consumers wish their scent experience would last longer

The fragrance amplifiers

HaloScent®

Iconic portfolio of pro-fragrances fit for any occasion

Delightful fragrance molecules released by precision triggers

PopScent®

Differentiated encapsulation technologies

Building on a legacy of excellence & investment in science

16,000+
patents across ~2,600
patent families

200+
patents published in 1st
year as dsm-firmenich

40
creation centers

78
application labs



2,000+
scientists &
engineers



€700m+
annual R&D
investment



All figures represent pre-carveout status.

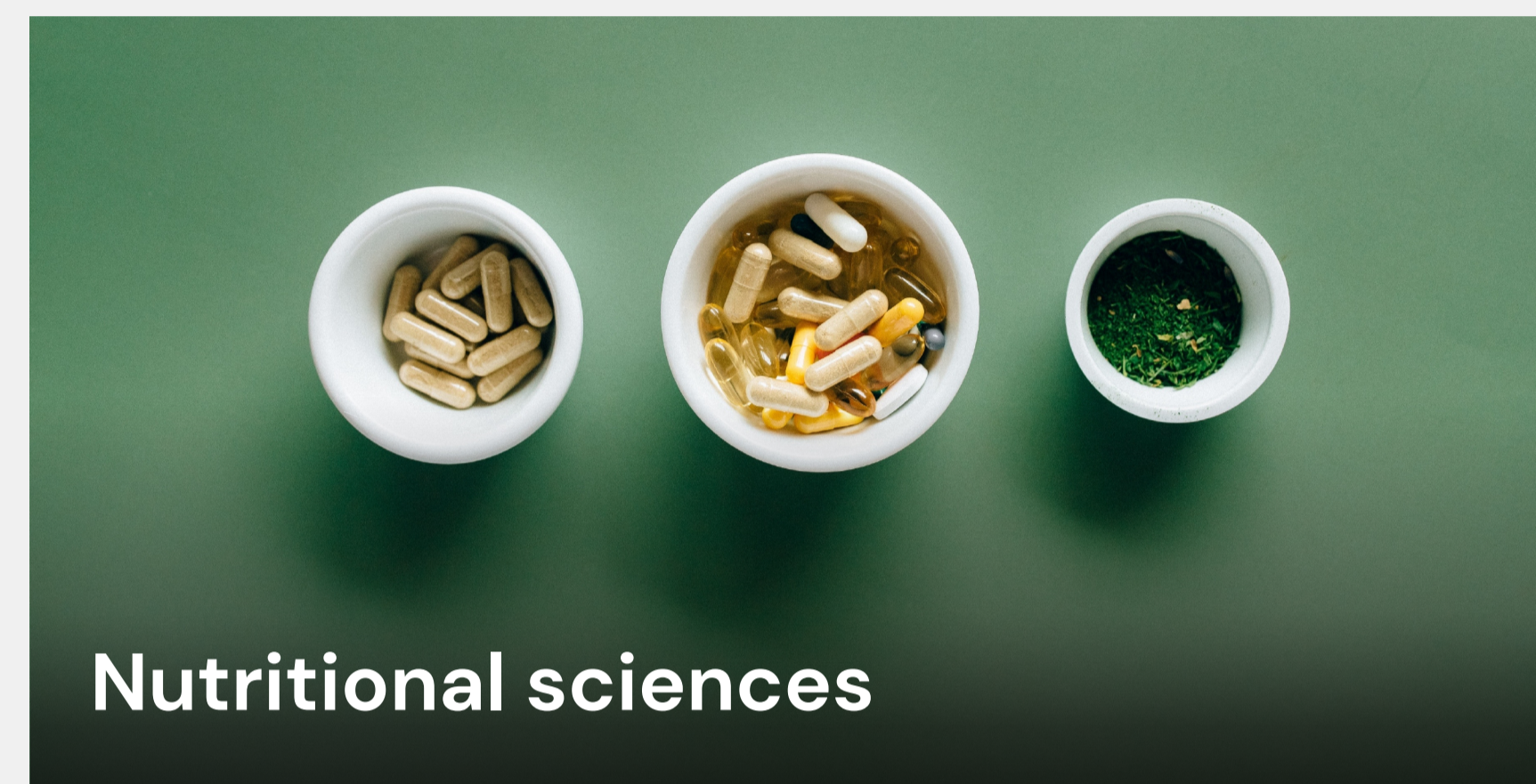
Industry-leading science and research capabilities

Strong synergies across all business units to meet the needs of today and tomorrow

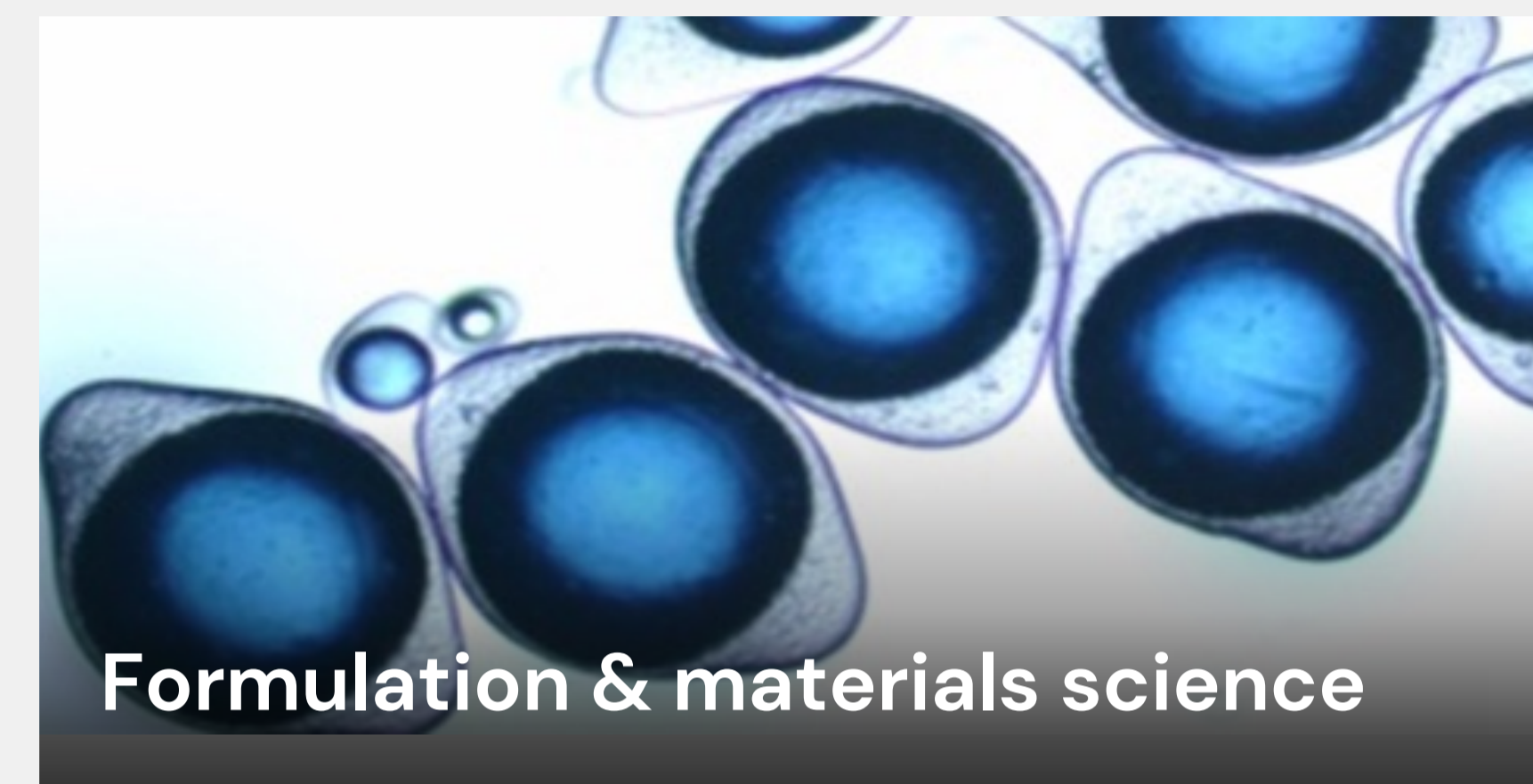
Mature technologies critical for our business



Chemical & process sciences



Nutritional sciences



Formulation & materials science



Analytical sciences



Fast-evolving science capabilities that unlock large potential



Biotechnology

To develop impactful products & solutions by unleashing the power of living systems



Microbiome

To enable the realization of targeted & personalized well-being



Receptor biology & sensory sciences

To decode our senses & emotions for enhanced experiences

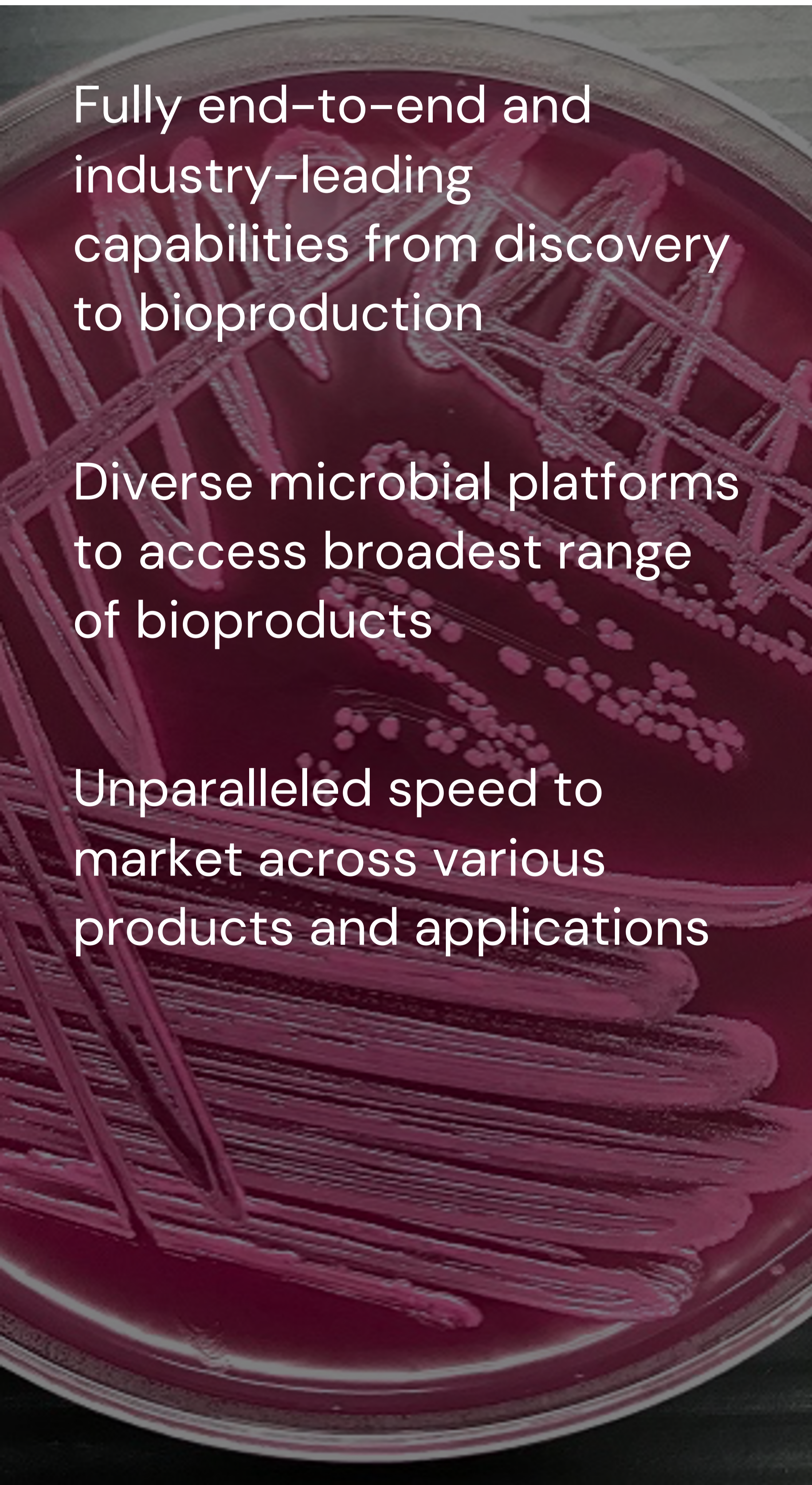


Data science & AI

To digitalize innovation, accelerate discovery & boost creation with data & AI

Backed by deep clinical and application expertise

Biotechnology: a transformational science critical for a sustainable future



Fully end-to-end and industry-leading capabilities from discovery to bioproduction

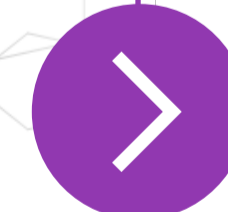
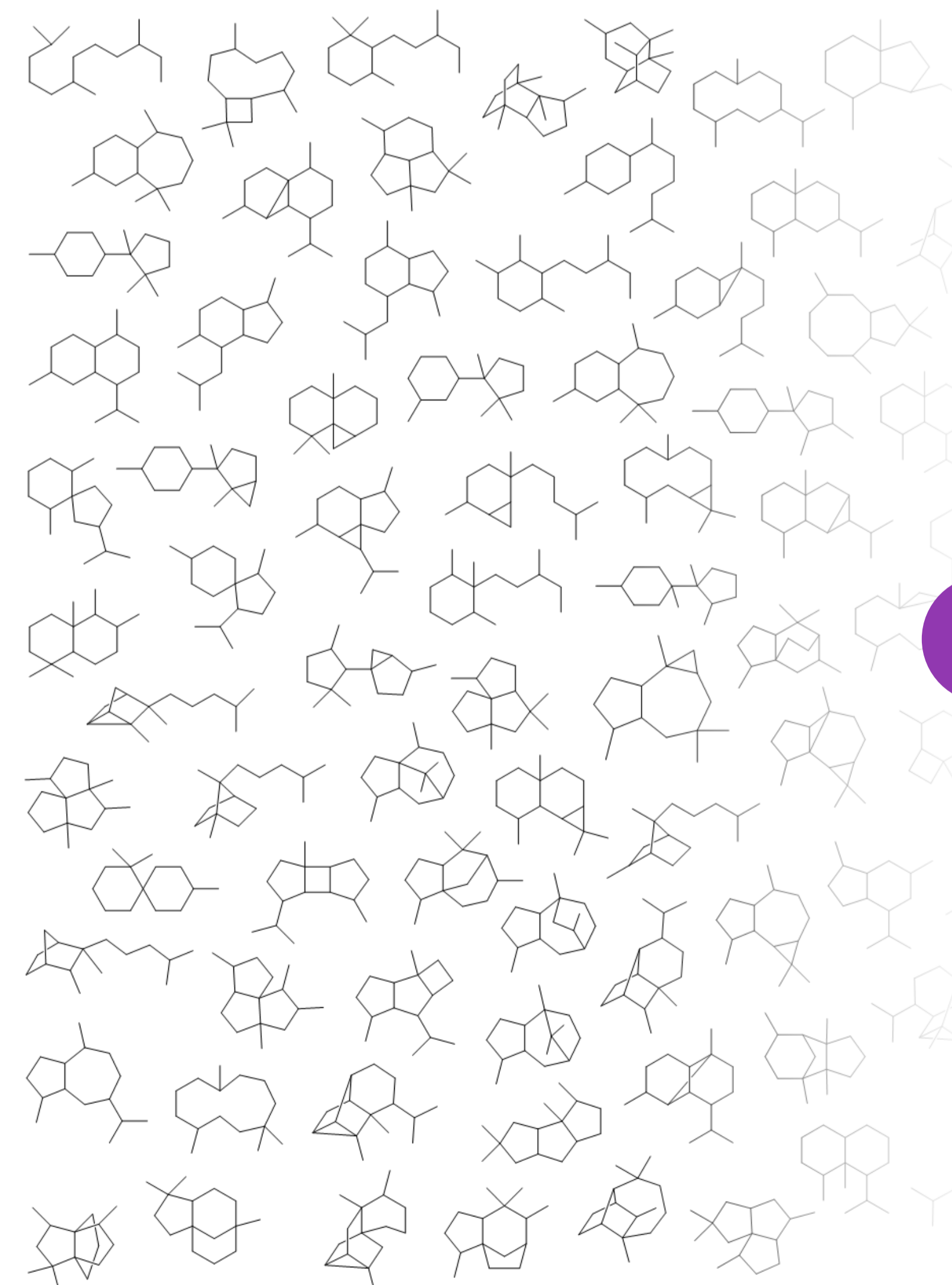
Diverse microbial platforms to access broadest range of bioproducts

Unparalleled speed to market across various products and applications

Our world is faced with monumental environmental and societal challenges that demand innovative solutions

Example

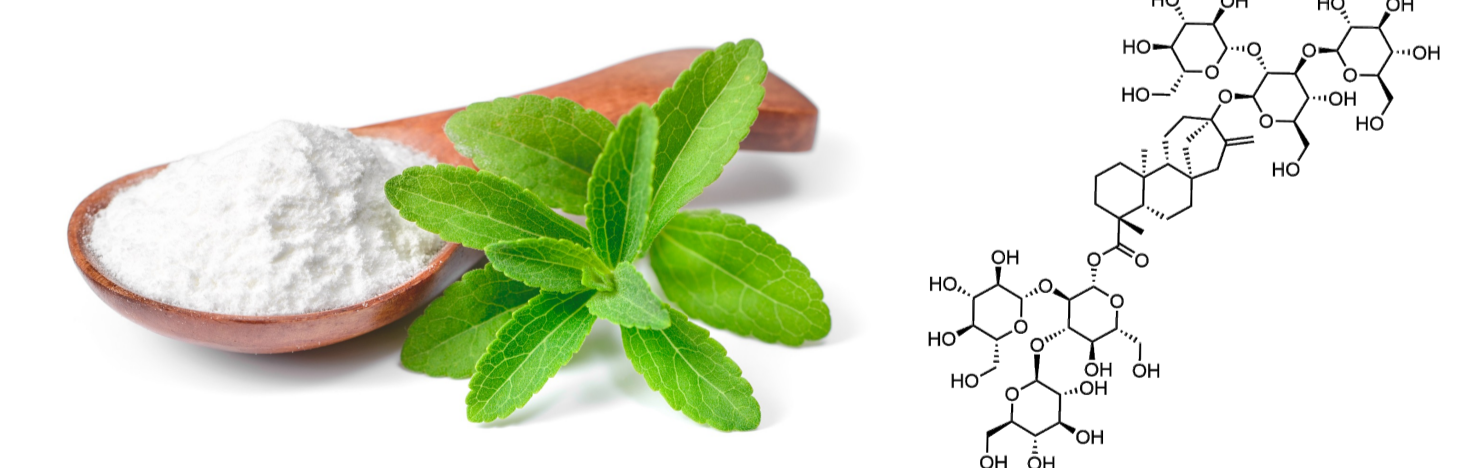
Powerful platform to produce terpenes, key class of plant metabolites



Iconic fragrance ingredients

Clearwood®
Ambrox Super®
Dreamwood®
Z11®

Differentiated zero-calorie natural sweeteners



Sustainably-produced vitamins



Microbiome: unraveling the complexities of host-microbiome interactions

Transversal technical capabilities for gut, skin and oral microbiomes

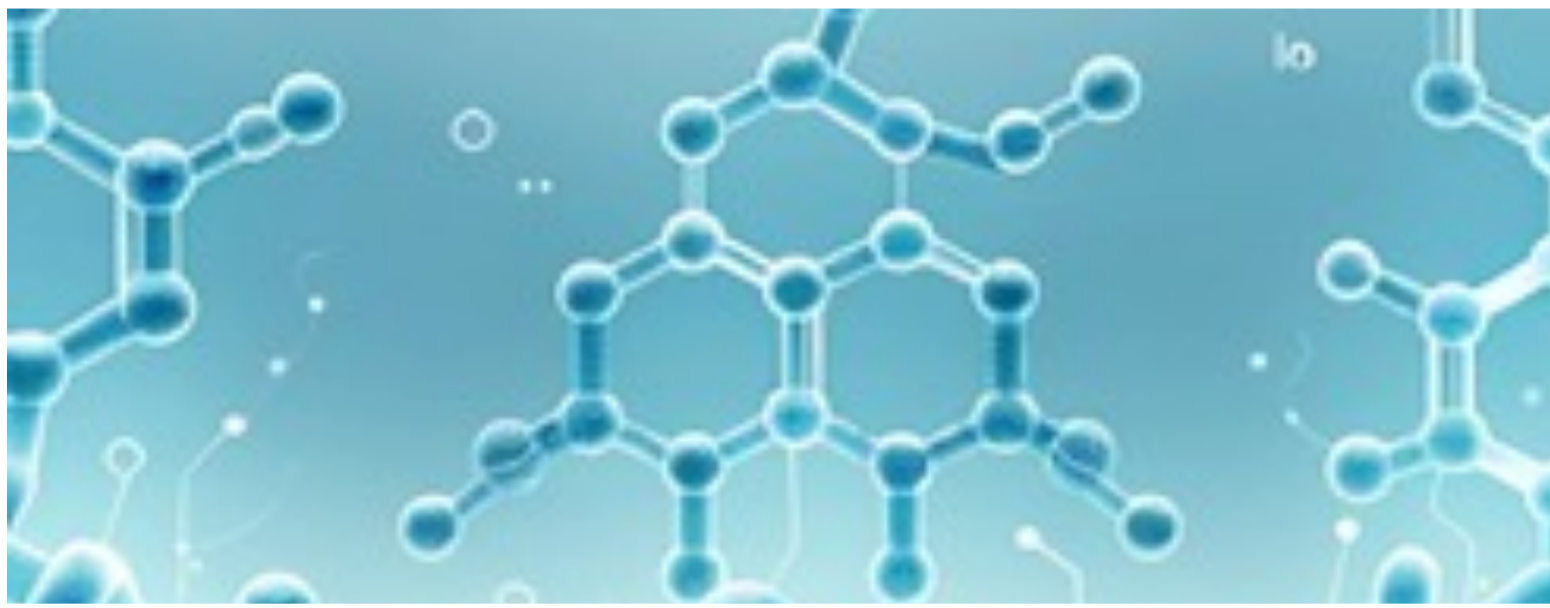
Extensive portfolio of bioactives for wide range of health benefits

Harnessing the potential of biotics across diverse microbiomes and applications

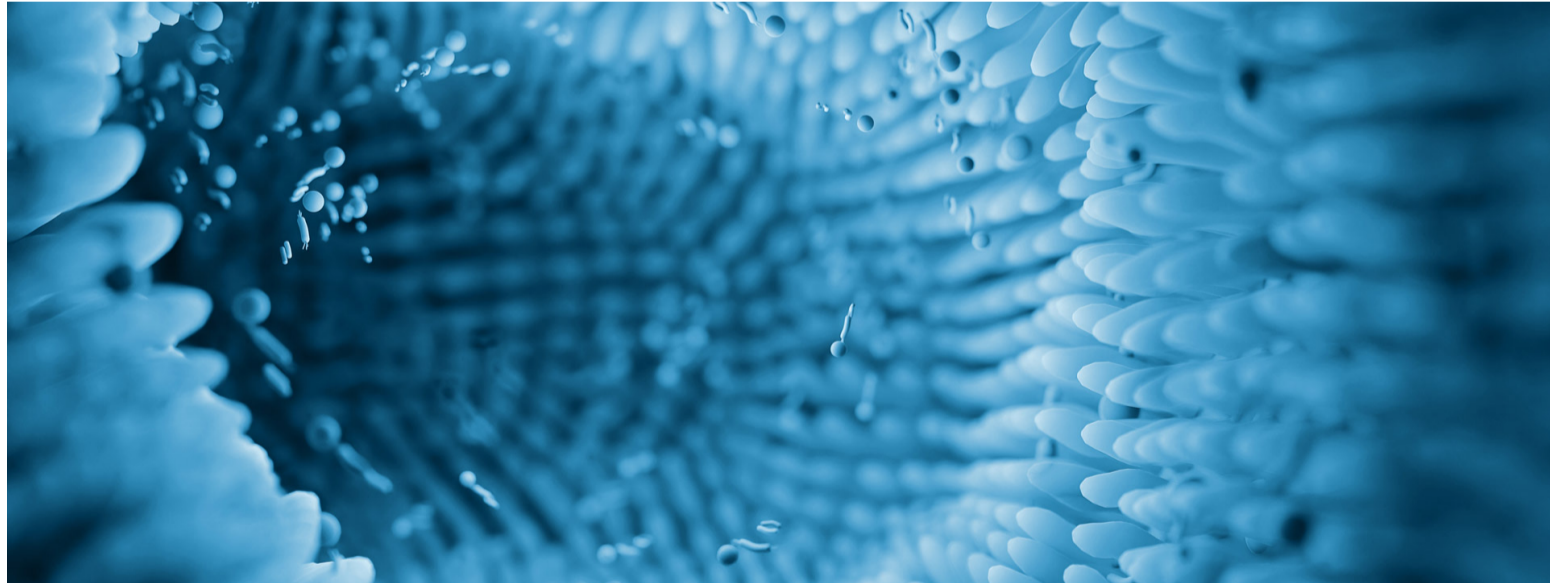
The microbiome profoundly impacts human health, including digestion, immune function, mental and skin health

Example
Synergistically promote health with pre-, pro- and postbiotics

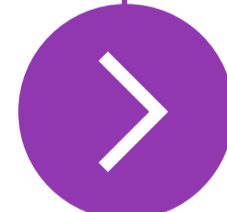
Prebiotics



Postbiotics



Probiotics



- _____ brain health
- _____ immune health
- _____ digestive health
- _____ women's health
- _____ healthy aging
- _____ skin health

Receptor biology: elucidating the receptors underlying flavor, fragrance and health benefits

Industry-leading innovation ecosystem, from molecules to perception & health benefits

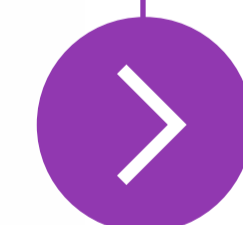
High-throughput screening generating proprietary data for unique insights

Accelerated discovery of novel ingredients & chemosensory modulators

Knowledge of how we perceive the chemical world, at the molecular level, is driving innovation in our industry

Example

Targeting specific chemoreceptors for key consumer benefits



Effective malodor reduction for full sensory delight



Bitter blocking in functional foods and beverages



Receptor targets for health benefits backed by science



Data science & AI: insights and tools to deliver better innovations, faster

Proprietary data capturing a century of knowledge and expertise

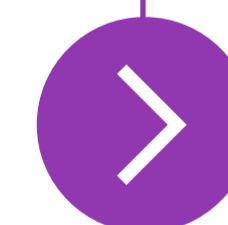
Predictive tools that turbocharge discovery and creation

Fully embedded capability in all aspects of our innovation engine

Artificial Intelligence is only beginning to profoundly impact our industry, allowing us to re-imagine how we do science

Example

AI/ML to predict desired outcomes in our solutions



Enabling limitless sensory creativity in fragrances and taste



Re-inventing dairy co-development with customers

Delvo®ONE



Identifying the key factors behind healthy aging



Re-imagining discovery through the power of synergy

A unique, multi-disciplinary approach that delivers truly differentiating ingredients

Predict the design space

Data Science & AI

Predictive models for bioactivity, biodegradation, toxicity and retro(bio) synthesis

Identify hits at high-throughput

Receptor Biology

Receptor-based screening of newly generated molecules to accelerate hit discovery

Generate structural diversity

Biotech & Green Chemistry

Combinatorial biosynthesis to expand accessible naturals structural space, complemented by green chemistry processes in hemisynthetic approaches

Validate hits in creation and application

Scientists and creators work hand-in-hand in an iterative process to validate hits

Winning Solutions

• Perfumery ingredients

• Natural sweeteners

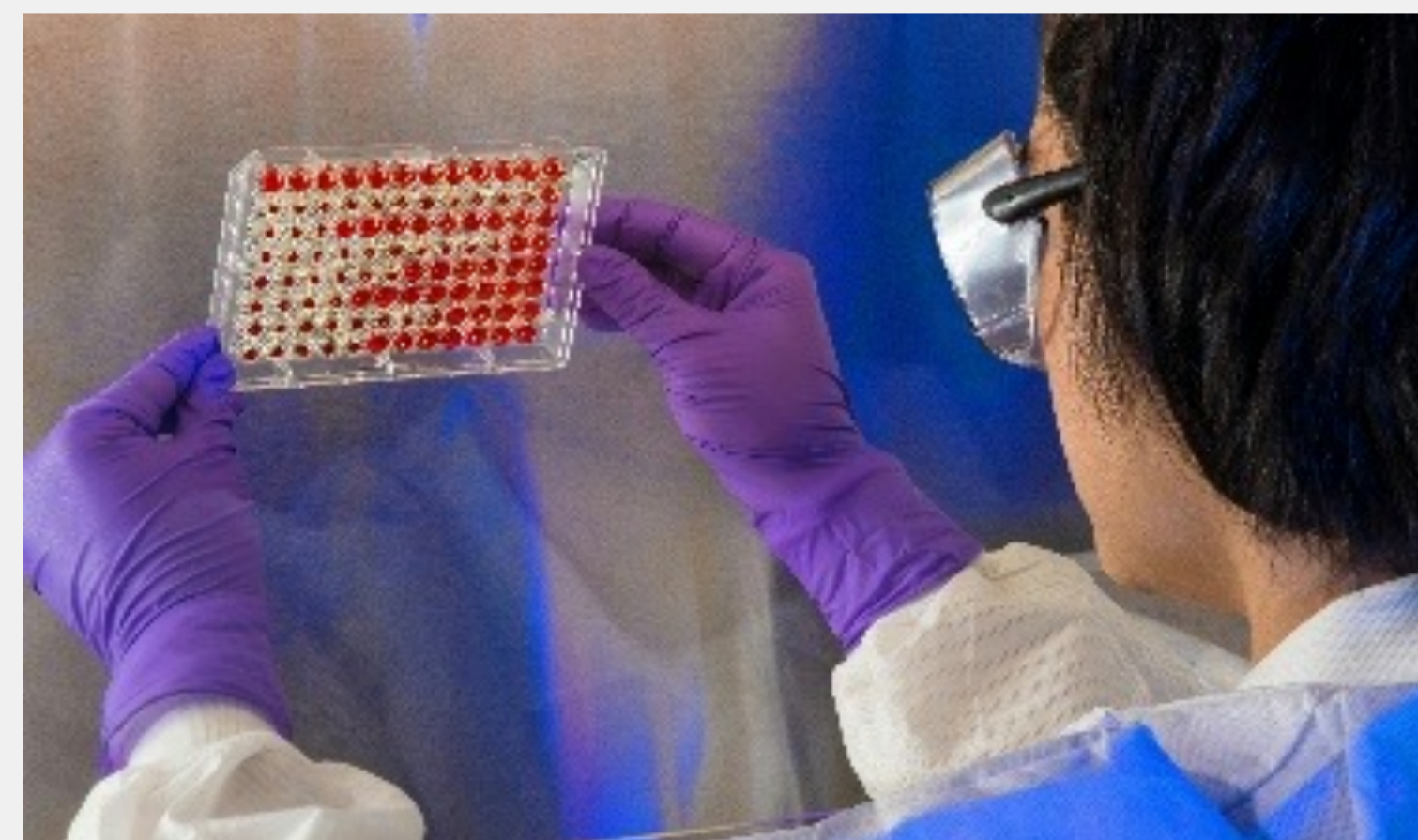
• Gut health



Amplifying our impact through our innovation ecosystem



Towards zero-emission processes in microbial biotech



BILL & MELINDA GATES foundation

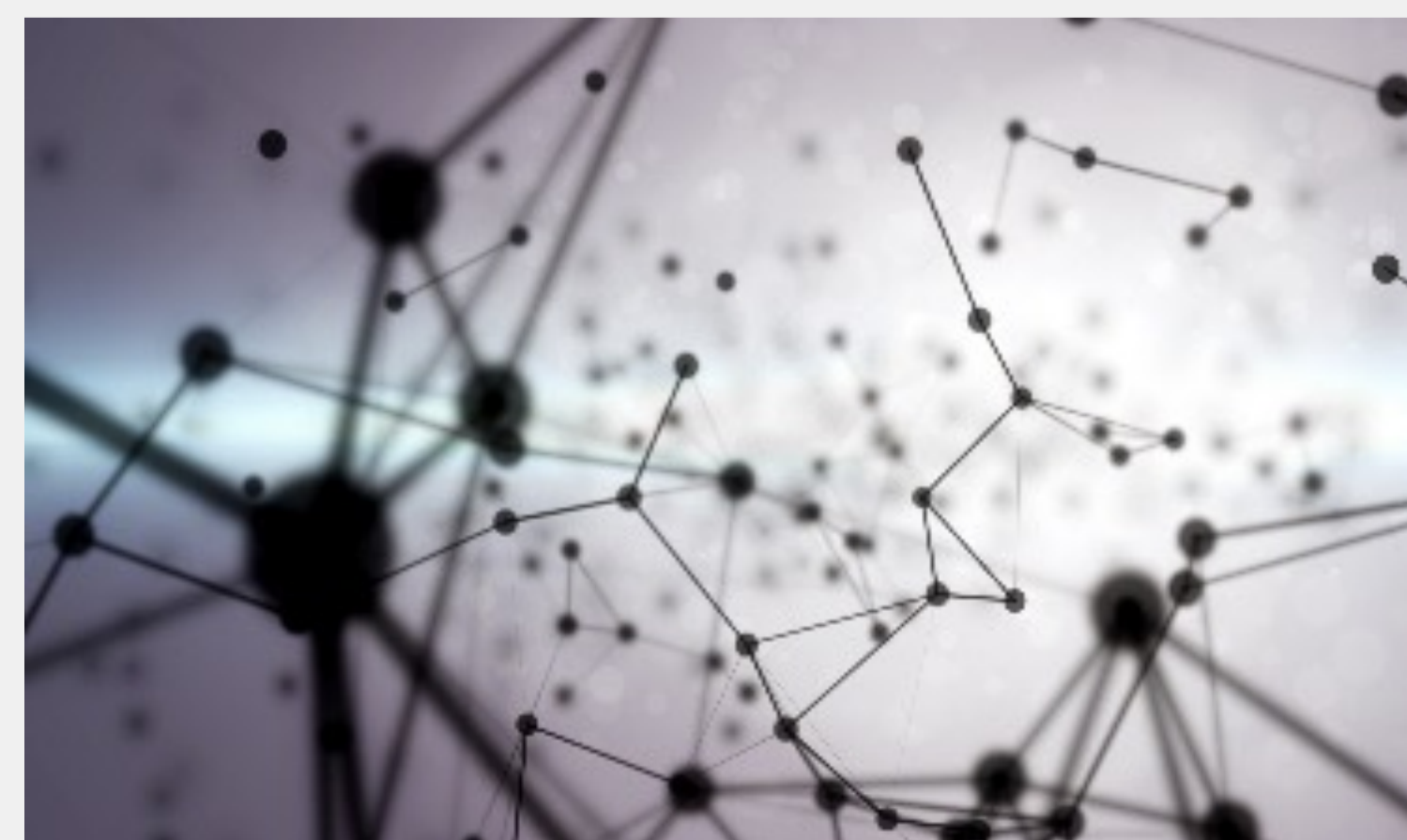
New repellents for malaria-bearing mosquitoes



Uncovering fragrances' emotional effects



AI-driven and scalable quantitative metabolomics



Takes natural colors to the next level



Innovating together to unlock new possibilities

Today, we have >100 partnerships for science

40 startups in our venturing portfolio



Science is everywhere

This presentation contains forward-looking statements with respect to dsm-firmenich's future (financial) performance and position. Such statements are based on current expectations, estimates and projections of dsm-firmenich and information currently available to the company. dsm-firmenich cautions readers that such statements involve certain risks and uncertainties that are difficult to predict and therefore it should be understood that many factors can cause actual performance and position to differ materially from these statements. Also, for a variety of reasons including many factors outside the control of dsm-firmenich, there can be no guarantee that the proposed separation of ANH will be decided and completed within the expected time frame or at all. Nor can there be any guarantee that dsm-firmenich or a separate ANH business will be able to realize any of the potential strategic benefits, synergies or opportunities or any guarantee that shareholders will achieve any particular level of return in relation thereto. dsm-firmenich has no obligation to update the statements contained in this presentation, unless required by law. The English language version of this press release prevails over other language versions.

A more comprehensive discussion of the risk factors affecting dsm-firmenich's business can be found on the company's corporate website, www.dsm-firmenich.com as well as in the companies Integrated Annual Report 2023.

This presentation includes information that is presented on a pro forma basis ('pro forma figures') as well as other alternative performance measures (APMs), and information that is presented in accordance with IFRS as issued by the International Accounting Standard Board ('IFRS figures').

We bring progress to life