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The Hague, 3 May 2026

subject: VEB Questions AGM DSM-Firmenich AG

VEB registration number: 1.138500010

Dear members of the Board,

With respect to the Annual General Meeting ('**AGM**') of DSM-Firmenich AG ('**DSM-Firmenich**') of 7 May 2026 European Investors-VEB ('**VEB**') would like to submit several questions which are outlined below.

We appreciate receiving substantive answers to these questions during the AGM.

### **QUESTIONS VEB**

#### **Agenda item: 1.1 Approval of the Management Report, consolidated financial statements and financial statements of DSM-Firmenich AG**

1. The merger between DSM and Firmenich was positioned as creating a unique combination with strong growth and synergy potential. Looking at the results so far, growth has remained modest, cash conversion has declined, and sales synergies appear limited.
  - a. In hindsight, to what extent has the merger delivered the originally expected value, and what has been more difficult than anticipated?
  - b. How do you assess the performance of the combined group relative to what DSM and Firmenich could have achieved as standalone businesses?
  - c. At the time of the merger, both cost and revenue synergies were highlighted. Can you provide a clear reconciliation between the originally expected synergies and what has actually been realized to date?
2. External sell-side forecasts imply organic growth below your 5 - 7% target. Which specific end-markets, customer segments or product categories will close this gap, and what share of growth is expected to come from volume, price and mix?
3. Given the margin pressure across multiple divisions today, what are the specific, measurable levers, beyond general cost control, that will drive the step-up toward at

least 22% EBITDA-margin?

4. DSM-Firmenich is guiding for 115 million euro of additional EBITDA from revenue synergies through 2027. Given that revenue synergies are historically difficult to realize and often take longer than expected, what gives you confidence in both the timing and the quality of delivery?
5. Over the past period, several initiatives such as Bovaer and the ANH divestment have taken longer or delivered less than initially expected. How should investors assess the credibility of current guidance and timelines?
6. There are ongoing antitrust investigations in the fragrance industry. What is your current assessment of the potential financial exposure, including possible fines, provisions, and any impact on margins or commercial positioning, and what should investors realistically expect regarding the timing of greater clarity?
7. Cash conversion declined to 10.5%, yet the company guides to  $\geq 14\%$  over time. To what extent is this improvement dependent on capex normalization versus structural working capital improvements? Specifically, how much of the expected uplift comes from lower capex rather than better underlying cash generation?

#### **Perfumery & Beauty**

8. *Perfumery & Beauty* has now seen six consecutive quarters of year-on-year margin contraction. Can you break down how much of this is cyclical (e.g. destocking) versus structural (e.g. mix, competition), and what concrete actions will reverse this trend?
9. Growth in *Consumer Fragrances* has slowed to low single digits. What underlying market growth do you assume for this segment, and what is your expected organic growth range relative to the market over the medium term?

#### **Taste, Texture & Health**

10. Bovaer is a key long-term growth driver, yet the ramp-up is running behind initial expectations. What caused these delays, and what milestones should investors monitor to assess execution going forward? Is the Dalry facility still on track for completion in 2026 with sales ramping towards 200 million euro in 2027?
11. Organic growth in TTH is currently driven by volumes and synergies, while pricing remains flat to negative. In a more deflationary environment, how confident are you that margins can structurally expand without pricing support?

#### **Health, Nutrition & Care**

12. Following product recalls at a Chinese competitor (Cabio Biotech) in *Early Life Nutrition*, have you observed a shift in customer preferences toward more trusted suppliers like

DSM-Firmenich? And what concrete actions are you taking to ensure this translates into sustainable market share gains rather than a temporary uplift?

**Animal Health divestment**

13. The ANH divestment resulted in a lower-than-expected valuation and a retained 20% stake. Can you explain what drove this outcome, and how investors should think about the risks and timing of fully exiting the remaining stake?

Yours sincerely,

European Investors-VEB