
2024
DO MORE GOOD
REPORT
THE SCIENCE OF
POSSIBLE
OUR SUSTAINABILITY PROGRESS
iff

Welcome to IFF, where science & heart, data & creativity, determination & empathy and vision & commitment come together to drive sustainability.

The convergence of these ideals helps us reimagine what's possible to advance wellness, delight the senses and elevate the human experience—creating products that are not only more sustainable but are also good for business.

In the pages ahead, you'll see how we are creating better products and experiences for people and planet through our conscious selection of ingredients, unique approach to intentional innovation, partnerships of co-creation and commitment to delivering measurable results on climate action, water conservation and waste reduction.

While our actions and decisions are science-based and driven by both customer and consumer needs, our motivation comes from within.

That's the science of possible.

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Our 2024 Do More Good Report consists of two parts, Sustainable Solutions and the Sustainability Statements, followed by an Appendix with additional information and performance data.

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Message from our CEO

Have you ever wondered what is truly possible when science, creativity and heart come together? At IFF, we believe that this type of convergence—and the possibilities it reveals—is essential to tackling some of the world's most pressing sustainability challenges.

Our new purpose statement that was unveiled at the end of 2024, **"Making joy through science, creativity & heart,"** reflects this belief and underscores our collective and ongoing commitment to Do More Good for people and the planet. Our new values even take that sentiment a step further: **We are Partners, Passionate, Persistent and Principled.** This dual refresh of our corporate identity came alongside the significant milestone in 2024 of reaching 135 years as a company—and we believe it will set us up strongly for the next 100+ years.

Our People as Partners

Understanding the key drivers of our employees' experience is a foundational element to every other aspect of our business strategy. **As partners, we are inclusive, collaborating to win for our customers.** We are committed to taking a principle-based stance to inclusion and belonging, creating an environment where it's possible for all individuals to thrive and do their best work.

We know that when our people are engaged and empowered, they come together to collaborate for customer success. In 2024, our employee engagement index was 73%, an eight-percentage-point increase from the prior year and a leading indicator that our employees recognize our forward motion and are motivated to win.

Customer Focus

Together, we proactively deliver unmatched expertise our customers can count on to achieve our shared goals. **We are passionate about what we do and why we do it, and we do it well.**

For example, one of the ways we reduce greenhouse gas emissions with our partners is through our products, which often provide environmental benefits through their performance during the use phase. From cold-water laundry enzymes to plant-based proteins, and many more examples in between, our innovations enabled customers and consumers to avoid approximately 16.5 times (or 27.3 million metric tons) more CO_2e emissions than generated through IFF's own manufacturing sites in 2024.

Innovation Powerhouse

Our belief in the trifecta of science, creativity and heart is also a key impetus for our leadership in driving the biosciences revolution, through which we are leveraging both our scientific expertise and artificial intelligence to accelerate the speed, differentiation and transformative impact of our sustainable innovations in the world. Innovation is not just a buzzword at IFF—it is an essential driver of our success. **We are persistent in our quest for learning and always striving for continuous improvement.**

Erik Fyrwald
Chief Executive Officer

On October 8, 2024, Erik Fyrwald was joined by members of the Executive Leadership Team and several of our most senior IFF colleagues on the legendary podium of the New York Stock Exchange to ring the opening bell. The event was in recognition of two milestone anniversaries: 135 years as a company and 60 years listed on the NYSE.

We have established a 2030 goal for all new IFF innovations to have a sustainability value proposition benefiting people and planet. For products launched over the combined 2023 and 2024 period, approximately **79%** had a sustainability value proposition, as affirmed by our internal Innovation for Sustainability assessment model. Read more about some of these product launches in the pages of this report, including new ways we are using science to avoid food spoilage and waste, reduce product carbon footprints and leverage green chemistry for environmental benefits.

Operational Excellence

Finally, **we are principled: doing what's right for people and planet by acting safely, ethically and responsibly.** We have a relentless drive to continuously improve our safety program as we strive to achieve an incident-free workplace. In 2024, our total recordable incident rate decreased 5% from the prior year and has reached nearly 40% below 2021 baseline levels. Additionally, 100% of our workforce was trained on business ethics issues in line with our Code of Conduct.

In 2024, we were pleased to have had exceptional business performance, including a 16% increase of comparable adjusted operating EBITDA, led by volume growth and productivity gains as we returned to full, post-pandemic manufacturing operations. This, however, also moved our absolute direct and indirect greenhouse gas emissions reduction progress against 2021 baseline levels to 14% (versus 21% in 2023). While we know we have more work to do by 2030 to achieve our science-based target of a 50% reduction, our 2024 status is still in line with target expectations of achieving four to five percentage-point reductions against the baseline per year. Moving forward, we are working to decouple operational performance from emissions, in part through our 2030 renewable electricity strategy.

Now possible

In short, we recognize the business value of sustainability, which translates to our being very strategic, thoughtful and data-driven in all our programs and decisions.
Yet we are also inspired by imagination and possibility.

The world around us is filled with natural wonders—from ocean bioluminescence to the auroras of the night sky—as you can see on the cover page of this report. And as technology has advanced, many things that once seemed impossible, have now been made possible through the wonders of science.

With this in mind, we aim to bring the best of science, creativity and heart to everything we do. We're working to make the impossible possible, partnering to create sustainable innovations that are good for business and good for the planet.

Join us on this journey and let's see what we can create together.

J. Erik Fyrwald
Chief Executive Officer

Meet our Leadership

Our Executive Leadership Team (ELT) guides IFF's capacity to create value in the form of superior flavor, fragrance, ingredient and bioscience solutions that are rooted in science, inspired by nature and perfected with expertise and passion.

The ELT comprises the Company's most senior leaders. As the highest approval body before the Board of Directors, they manage IFF's day-to-day business risks, lead our risk management process and address the Company's strategic, operational and financial matters.

Deborah Borg
EVP, Chief People & Culture Officer

Ana Paula Mendonça
President, Scent

Michael DeVeau
EVP, Chief Financial Officer

Yuvraj Arora
President, Taste and Chief Commercial Officer

Steve Landsman
EVP, General Counsel

J. Erik Fyrwald
Chief Executive Officer

Ralf Finzel
EVP, Global Operations Officer

Vic Verma
EVP, Chief Information Officer

Andy Muller
President, Food Ingredients

Leticia Gonçalves
President, Health & Biosciences

OUR BUSINESS MODEL
How We Create Value

OUR PURPOSE

Making joy through science, creativity and heart

OUR COMMITMENT

Do more good for people and planet

INPUTS*

22,430
employees including 3,700+ scientists, engineers and technologists

~190
manufacturing facilities sites, creative centers & application laboratories in 40 countries

~21,000
varieties of raw materials sourced globally

>$636M
R&D investment or 5.5% of sales

4,300
vendor corporations in ~85 countries

80,552
megaliters of water withdrawn

7,186
thousands of MWh of energy consumed

CORPORATE GOVERNANCE & OPERATING MODEL

IFF BOARD OF DIRECTORS

COMMITTEES: Audit | Human Capital & Compensation
Governance & Corporate Responsibility | Innovation

EXECUTIVE LEADERSHIP TEAM

Senior Leadership

BUSINESS UNITS**

Health & Biosciences | Scent | Taste | Food Ingredients

FUNCTIONS

Finance | Corporate Communications
Legal | Research & Development | Human Resources
Information Technology | Operations | Commercial Excellence

OUTPUTS*

27,000
customers we are bringing joy to

~$11.5B
in sales with 28% in the U.S.

~$2.2B
Adjusted Operating EBITDA†

~19.2%
Adjusted operating EBITDA margin

73%
employee engagement index

1,649.5
thousand metric tons of Scope 1 & 2 CO_2e emissions

+453K MWh
of renewable energy procured/produced

65%
total waste recycled, composted, reused, recovered

OUR PASSION DRIVES US TO:

Transform unique flavors into moments for connection.

Design distinct scents that spark powerful emotions and memories.

Elevate ordinary products into vibrant, iconic necessities.

Discover wonder out of waste by upcycling ingredients.

* Not an exhaustive list of capital inputs (what we depend on) or outputs (impacts created).

** As of May 1, 2025.

† Non-GAAP metric; please see Non-GAAP disclosures at ir.iff.com.

2024 Highlights

Since the release of our first 2010 sustainability report, we have steadily built a strong leadership foundation. We're pleased to be recognized for our performance through key rankings and awards by multiple external organizations.

Qualified as a constituent of the **Dow Jones Sustainability Indices (DJSI)**, North America, for the fifth consecutive year, a family of best-in-class benchmarks for investors.

Included in the **S&P Global Sustainability Yearbook 2025** (based on the Corporate Sustainability Assessment in 2024).

Awarded the **2024 EcoVadis Platinum** sustainability rating for the fourth time, placing IFF among the top 1% of companies assessed.

Ranked 62 out of 600 companies—and 2nd out of 56 companies in the Materials & Chemicals industry—on *Newsweek's* list of **America's Most Responsible Companies 2025**, presented in collaboration with Statista.

Ranked 62 out of 100 companies—and 7th out of 14 in the Materials industry—on the **100 Best Corporate Citizens of 2024** by 3BL, a leading sustainability communications partner.

One of 500 companies listed on *USA TODAY*'s list of **America's Climate Leaders 2025**, our second inclusion since the inaugural year of 2023.

Named to **CDP's A list for climate change** for the ninth time since 2015.

Maintained certification as **Global EDGE Move** level in 21 countries in recognition of our commitment to gender equality.

Named among the **2024 Best Places to Work for Disability Inclusion** by Disability:IN for the fifth consecutive year after scoring 100% on the Disability Equality Index.

Recognized for **gender quality by Equileap** as the No. 1 U.S. company for the second consecutive year; sixth globally (improving from 2024 No. 10 ranking); and a top position (Gold level) in the global industry ranking for Materials.

Sustainable Solutions

PART 1

This section shares the stories of how we champion sustainability to fulfill our purpose of making joy through science, creativity and heart. It's structured into four areas that exemplify how we provide relevant, impactful solutions with and for our stakeholders.

From the Desk of Renee Henze

Customer focus is a top priority for IFF. Our ambition is to be indispensable to our customers' success, and sustainability plays a key role in that equation.

We take on our customers' priorities as our own—proactively delivering relevant expertise with consistent excellence they can count on.

As a next step in our ongoing commitment to Do More Good for people and planet, we introduced the **Science of Possible** in 2025 to communicate our commitment to the clear value that sustainability brings to our customers and stakeholders every day. It captures the essence of our unique offerings across **four primary dimensions:** Conscious Sourcing, Intentional Innovation, Partnerships of Impact and Operating for the Future. We have organized the first part of this 2024 Do More Good Report according to these four pillars, and in the pages ahead, we invite you to explore the stories that are revealed across each one.

The second part of our 2024 Do More Good Report—the Sustainability Statements—comprises environmental, social and governance metrics and data with reference to key voluntary and regulatory reporting frameworks.

Across all the pages and sections of this year's report, you will see that we continuously strive to deliver results our customers can measure, as partners that grow with them. Pursued and delivered with science, creativity and heart, we create innovations that elevate business results while consciously sourcing materials for our shared sustainable future. When our customers' vision meets our commitment and expertise, we create intentional, lasting impact together.

Renee G. Henze
Chief Sustainability Officer

"Sustainability at IFF is more than a business strategy. It is synonymous with our brand; it is our collective sustainability story—and it's driven by a motivation that comes from within. That's the Science of Possible."

The Science of Possible

We tackle customers' sustainability objectives head on—providing **relevant, impactful solutions** rooted in our shared priorities, now and in the future...

...**so our customers can:**

Conscious Sourcing

We select suppliers with intention, building sustainability and traceability into the supply chain and the communities where we source ingredients.

Trust in the integrity of our business

Intentional Innovation

We believe business decisions go hand-in-hand with environmental & social well-being. That's why we strive for every new innovation to have a sustainability value proposition.

Gain a sustainable advantage

Partnerships of Impact

Partnership is foundational to everything we do. Our success is built on decades of hands-on collaboration and expertise through which we actively bring sustainable possibilities to processes and creations.

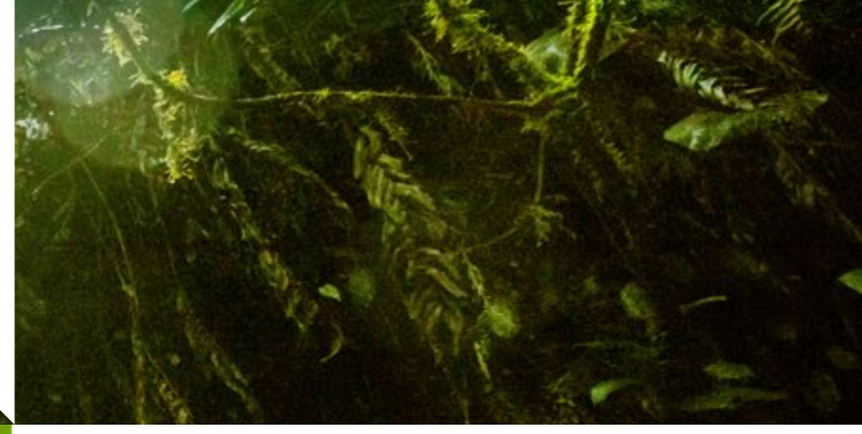
Tackle evolving goals with a partner that grows with them

Operating for the Future

With our sights set on reducing risk and driving measurable results, we're going beyond product, setting science-based goals around climate action, water use and waste reduction in our own operations.

Reduce business risks while making a tangible, lasting impact

Conscious Sourcing



Trust in the integrity of our business

We're committed to environmentally and socially responsible sourcing that supports the communities and ecosystems across our value chain. This means selecting suppliers with intention, protecting human rights and biodiversity, and expanding traceability from the source to the finished product.

2024 Highlights

Advancing Supply Chain Sustainability

14

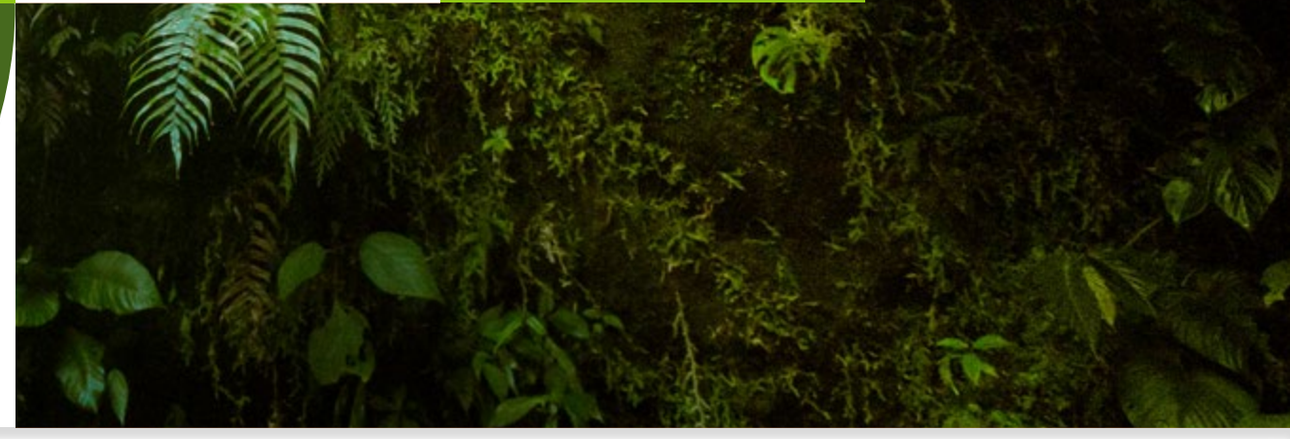
human rights impact assessments completed for strategic supply chains in 10 countries

75 & 3

natural ingredients certified For Life and Fair for Life by ECOCERT, respectively, supporting conservation and improving farmer livelihoods

21K+

raw materials sourced from +4,300 vendor corporations in ~85 countries



Sustainable Feedstocks for the Bioeconomy: Responsibly Sourcing Plant Sugars

Transitioning away from fossil-based feedstocks is a huge undertaking. While some feedstock conversion technologies hold immense promise for the future, their large-scale viability and implementation remain a challenge.

But in the bio-revolution, sugar is the new oil. IFF's new family of advanced engineered biomaterials is created from the enzymatic polymerization of sucrose.

Designed Enzymatic Biomaterials™ (DEB) technology is an entirely new way to make high-performing, sustainable biomaterials—using plant sugar from beets, plus water and an enzyme catalyst—without high pressure, high temperatures or the use of flammable solvents. It represents a breakthrough in sustainable product innovation with the potential to replace petrochemical-based products from a wide range of home and personal care markets and industrial applications, in a technically feasible and cost-effective way.

Why plant sugar?

- Sucrose is **bio-based, produced at large scale and with high purity,** providing a standardized, fungible feedstock across the world, wherever it is grown.
- Beet sugar is produced at scale in existing biorefinery infrastructure, helping to **reduce our overall carbon footprint** for production due to its co-location with our manufacturing facilities.

Scaling Up Through Partnership

IFF and Kemira recently announced the formation of Alpha Bio, a joint venture aimed at commercial-scale production of renewable bio-based materials using DEB platform technology. Production is expected to begin in 2027 at the IFF biorefinery in Kotka, Finland. We will convert up to 44,000 MT of consciously sourced plant sugars into high-performance biopolymers for use in various potential applications.

"DEB is responding to an unmet market need for innovation in water-soluble, sustainable polymers. With DEB, we provide alternatives to current, persistent fossil-based polymers such as acrylics in products for laundry or pulp and paper. To scale this up and truly offer an alternative to nonrecyclable, nonbiodegradable polymer streams that enter our water system, we rely on a strong partnership model, both for commercial production through our new joint venture, but also in lockstep with our large Consumer Packaged Goods customers, who have the capabilities to evaluate, commercialize and market this technology in their products, bringing forth widescale consumer awareness and adoption."

– Natnael Behabtu,
Principal Scientist,
Home & Personal Care

Sustainable Feedstocks for the Bioeconomy

continued

- The **feedstock results in no waste** because its co-products (fructose, molasses, beet pulp) are used for biofuels, sweeteners and animal feed.
- There is a long history of **responsible sugar beet production** in Northern Europe where we produce DEB, and sugar beets are a highly productive crop.
- The farmers we work with adopt **sustainable agricultural practices and adhere to feedstock certifications,** such as REDcert and the Farm Sustainability Assessment by SAI Platform.

The science of using renewable plant sugars makes it possible to create the bioproducts and enzymes that will enable a shift away from fossil-derived feedstocks. It also helps us address critical objectives of national governments around the world, including the European Union's 2050 bioeconomy strategy. To do so, we ethically source plant sugars, striving to minimize our environmental impact and build resilience in our supply chain. We will continue scaling these solutions sustainably to support a circular economy beyond our industry.

DESIGNED ENZYMATIC BIOMATERIALS

How it works

IFF's new family of advanced engineered biomaterials is created from the enzymatic polymerization of sucrose. It constitutes a range of materials with glycosidic linkage control, designed-in molecular weights and molecular weight distribution, as well as the capability to control the inherent material morphology.

1 A sustainable, fungible feedstock

Sustainable feedstock such as sugar beet/cane is used to derive pure sucrose and can be integrated into existing biorefineries.

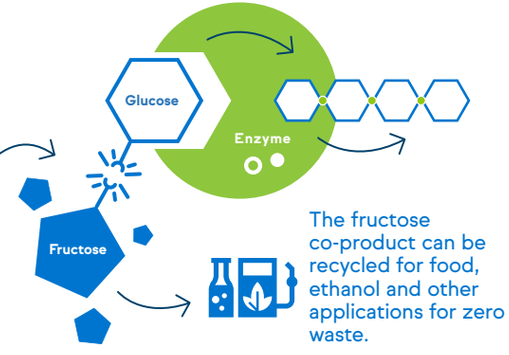
Sugar beet/cane

Sucrose
Fructose + glucose

2 Enzymatic polymerization

The DEB enzyme breaks down sucrose, forming the glucose molecules into a new polymer chain.

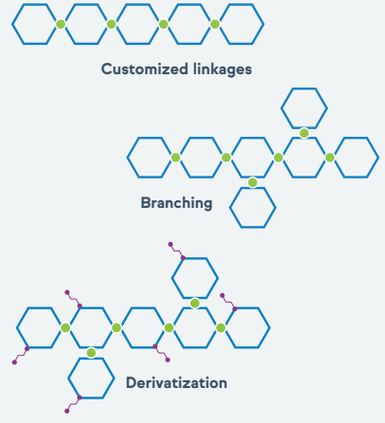
Enzymatic polymerization works at ambient temperature & pressure conditions, without the use of harsh solvents used in conventional processes.



The fructose co-product can be recycled for food, ethanol and other applications for zero waste.

3 Polysaccharides with highly tunable properties

The enzymatic polymerization process allows precise control of the sequence and manner in which glucose molecules are linked, leading to a consistent, high-quality biopolymer with tunable qualities. This enables a wide range of tailored morphologies and functional modifications.



Creating Social Impact in Serbia

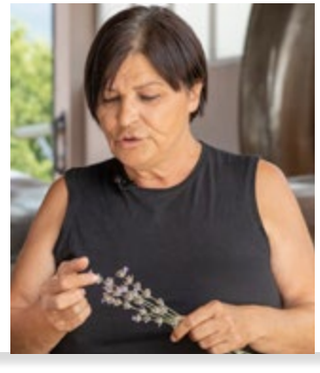
The IFF Scent business' sustainable innovation strategy is to create positive social impact in the locations where we source ingredients. This includes expanding community programs that generate benefits for the farmers while protecting nature.

In 2024, IFF continued our ongoing partnership with Live Natural, a woman-led producer of natural ingredients in Serbia that is promoting regenerative agricultural practices and conservation farming for a large range of aromatic plants.

Through their focus on biodiversity, Live Natural supports the local ecosystem with organic fertilizers and techniques to prevent soil erosion and protect harvests. For example, they recently added hundreds of beehives to the middle of the fields to pollinate crops and wildflowers. During the year, our LMR Naturals by IFF team members with expertise in Agronomy and Operations helped our Live Natural partners during dedicated field visits to strengthen good agricultural practices and continue being a driving force for positive and sustainable change. A member of our IFF Responsible Sourcing team also led a "Training of Trainers" workshop to operationalize the sustainable framework and facilitate expanded avenues for group knowledge-sharing.

Having this kind of strong foundation for partnership and support in place, based on complementary expertise, was instrumental in helping Live Natural successfully move in 2024 from For Life-certified to **Fair for Life** (FFL)-certified by ECOCERT for immortelle, rose, lavender and juniper. FFL promotes human rights through fair prices, fair wages and respectful working conditions. It provides a framework by which fair trade projects can be monitored to improve living conditions in farming communities.

After a fair trade price is established, a FFL Fair Trade Development Premium is added on all volumes of FFL-certified and sold products that is used to finance social and environmental development projects as decided by the representatives of the local community. In 2024, FFL Development fund projects for Live Natural were identified for future implementation, such as infrastructure improvements and enhancements for regenerative agriculture.



"Sustainable and organic production not only takes a strong technical commitment, but all the heart and love we can provide to the land as well. The Fair For Life certifications we recently achieved validate the importance of collaborative work and motivate us to continue pushing the bounds of what we can achieve together moving forward."

– Ljiljana Petrović, Live Natural Owner

Our Twist on Sourcing for Vanilla & Cocoa

Vanilla and cocoa are two of the world's most popular flavors and scents. Vanilla is primarily cultivated in Madagascar, where social, environmental, economic and traceability challenges make the supply chain fragile.

Cocoa comes primarily from a narrow region around the equator in West Africa, where challenges, including climate change, contributed to a 14% drop in available supply in 2024, causing prices to reach their highest point in history in 2024, nearing USD $10,000/Tn.

As demand for both vanilla and cocoa continues to rise—despite supply chain risks and environmental and socioeconomic factors—IFF takes a conscious approach to addressing raw-material unpredictability by combining the best of science, creativity and heart: leveraging innovation in our labs and in the field while also supporting community-based solutions with a longer-term view.

IFF's Sustainable Vanilla Program: Key Activities & Objectives (2024-2027)

Living wage/ income

Gap assessment and strategy implementation

Socioeconomic viability

School supplies for local children

Food & nutrition security

Microfinance

Biodiversity & conservation

Plant 375,000 trees according to agroforestry/ regenerative agriculture principles

Partner Notes from the Field

"I recently visited a local woman in the Sustainable Vanilla Program who shared that she had found it difficult to generate sufficient income from agricultural activities alone, but that beekeeping has brought a promising opportunity. After taking our training, she expanded from one to two hives and now plans to harvest at least 20 liters of honey per hive and sell it to IFF's vanilla supplier at a higher price than the local market rate. This is just one example of how UEBT's partnership with IFF is contributing to enhancing the livelihoods of local people."

– Rina Razanakolona, Director of Union for Ethical BioTrade, Madagascar

Our Twist on Sourcing for Vanilla & Cocoa

continued

Sourcing Vanilla in Madagascar

IFF's Sustainable Vanilla Program (SVP) seeks to secure a long-term, high-quality supply of responsibly sourced vanilla by ensuring support for the surrounding community. We work with several certification programs that help reinforce best practices, including Fair for Life and Organic certifications by ECOCERT, the Herbs & Spices program with Rainforest Alliance, and Fair Trade with Fair Trade International.

Following the initial human rights and living income assessment that we reported on last year in our 2023 report (page 28) we designed and launched the current phase of the SVP in 2024 to run through 2027. We are again working in collaboration with our strategic local vanilla suppliers and the Union for Ethical BioTrade (UEBT), an international nonprofit that promotes sourcing with respect for people and biodiversity.

Together with UEBT, we have identified key activities and objectives for Phase 2 (see table on page 17), that are intended to increase the overall productivity of more than 1,400 local farmers while supporting environmental regeneration opportunities in vanilla production areas. We have established partnerships with local experts for training on good agricultural practices, income diversification (e.g., food processing/transformation, small-scale poultry/fish farming, and beekeeping), and on the Village Savings and Loan Association model to encourage self-managed savings and lending groups.

Ultimately, the SVP aims to strengthen the capabilities of the suppliers, cooperatives and farmers to ensure post-project longevity.

To continuously improve the program, vanilla suppliers track and share agricultural, producer household/demographic, farm, environmental and social assessment, and training data.

LMR Upcycled Cocoa Shell Extract

We work with local farmers in Madagascar to transform cocoa shells into a high-value, cost-efficient upcycled flavor ingredient, rather than being discarded or turned into mulch. This approach is part of a new generation of cocoa extenders that reduces the need for pure cocoa powder in a volatile market.

As part of the LMR Naturals by IFF Conscious Upcycling Flavors Collection, our Upcycled Cocoa Shell Extracts are created by leveraging our unique access to cocoa shells in northern Madagascar. Our trusted partner there works with a network of approximately 1,000 local farmers, trained in good cocoa manufacturing practices, to help them create sustainable and profitable businesses.

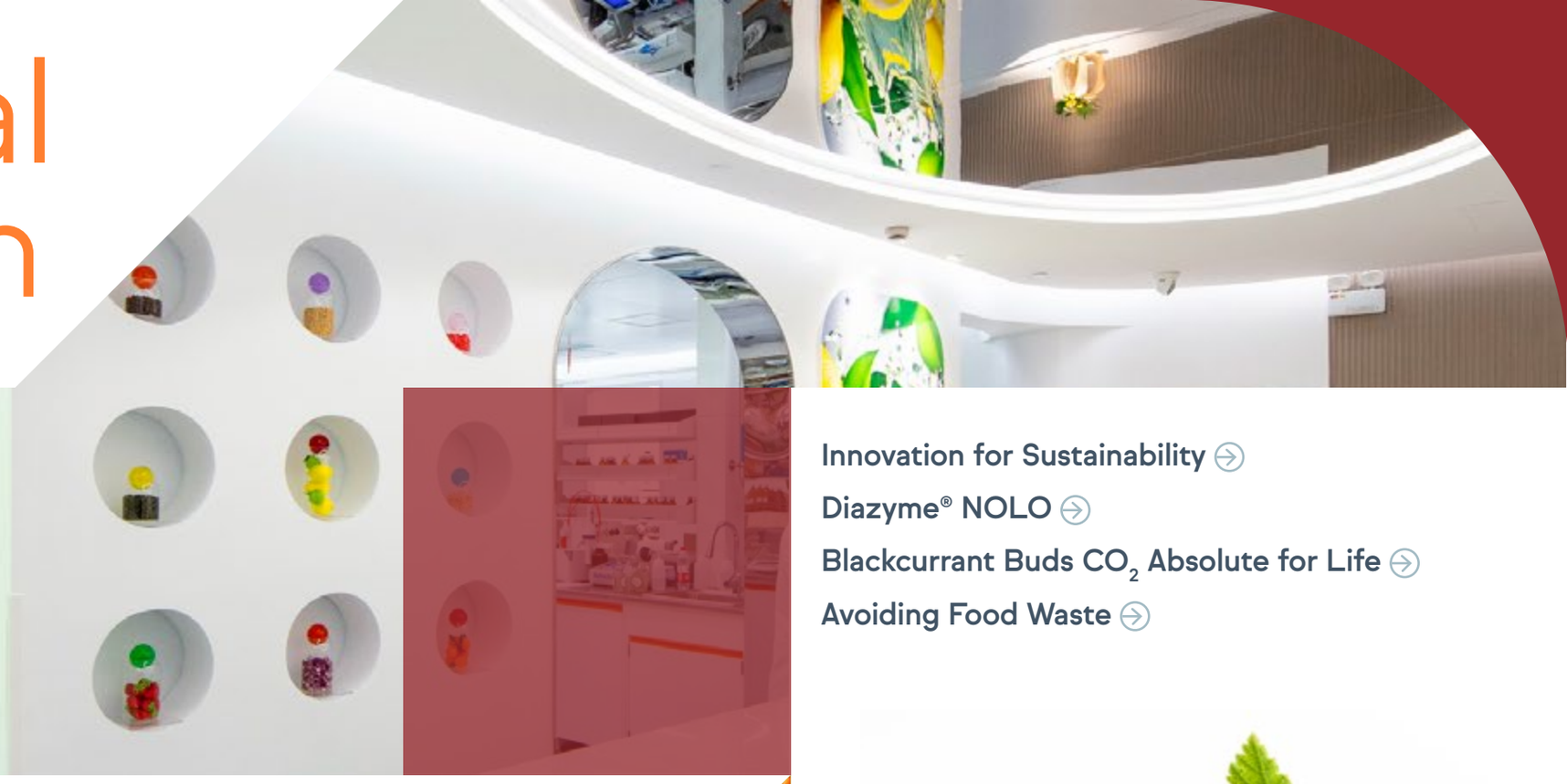
Rather than being discarded or turned into mulch, we work with local farmers in Madagascar to transform cocoa shells into a high-value, cost-efficient upcycled flavor ingredient—part of a new generation of cocoa extenders that reduce the need for pure cocoa powder in a volatile market.

The process for creating these extracts begins with the cocoa pods, which are manually collected, split in half, fermented, dried and sorted at the production site. The beans are then roasted and crushed to access the interior cocoa nibs.

Throughout this process, cocoa shells are typically discarded by the industry as unused byproducts, but through a proprietary, and recently enhanced extraction method using a biosourced solvent, our LMR R&D team has identified a way to valorize this "waste" stream, revealing an intense chocolate profile from the shells for use as an upcycled flavor and scent ingredient, at a reasonable cost.

Throughout its life cycle, recovering and reusing the cocoa shell by-product may also result in a potentially lower carbon footprint than traditional cocoa extract. This is due to its extraction yield, which has a lower energy intensity, and the raw materials, as the emission factors for farming would be higher for traditional cocoa extract. Exhausted cocoa shells can further be used as a combustible fuel for biomass boilers.

Intentional Innovation



Innovation for Sustainability

Diazyme® NOLO

Blackcurrant Buds CO_2 Absolute for Life

Avoiding Food Waste

Gain a sustainable advantage

We develop solutions that help drive business value and support the well-being of people and the planet. By creatively applying our scientific strength and expertise, we elevate our customers' experience with us and empower them to reach their sustainability goals.

Questioning, Exploring & Creating Better, Together

8K+
total patents granted and pending applications

6
master perfumers and **+600** scent design managers, chefs, flavorists and perfumers

79%
of all new innovation projects since 2023 deemed as having sustainability value propositions using our internal Innovation for Sustainability model

50+
research, creative & application centers

Innovation for Sustainability

As IFF strives to deliver the science of possible and create first-to-market solutions that support the transition to a more sustainable world, we have established a 2030 goal for all new innovations to have a sustainability value proposition that supports people and planet.

To quantify, track and measure our progress, we developed the Innovation for Sustainability (I4S) Assessment tool, which uses an internal methodology to evaluate sustainability performance of our innovation projects. This tool enables us to:

- **Enhance** the robustness of our future portfolio and make a positive impact for our customers and consumers
- **Identify** sustainability benefits and risks associated with our innovations from a life cycle perspective
- **Translate** benefits and risks into value propositions where appropriate
- **Support** better decision-making through knowledge and transparency

In 2024, this tool was embedded more deeply in IFF's product development process. We incorporated a forward-looking version of the assessment early in the process to ensure that project teams consider the potential sustainability benefits and risks of the future product, and what must be true to maximize its potential sustainability value proposition. We continued to screen relevant innovation projects against the methodology's criteria, gaining transparency into our product pipeline through the lens of sustainability as we push towards our 2030 target. For products launched over the combined 2023 and 2024 period, approximately **79%** had a sustainability value proposition.*

Moving forward, we will continue to refine the methodology and expand the application of this tool to a wider selection of our innovation pipeline, including further leveraging early assessments to intentionally produce more sustainability value propositions for future products.

In the pages ahead, read more about several examples of 2024 product launches from across our business units with strong sustainability value propositions as evaluated by I4S.

* The percentage of new innovations that have a sustainable value proposition that supports people and planet was externally assured in 2024 by ERM CVS. 79% represents the rounded weighted average of achieving 91% in 2023 and 63% in 2024. The percentage is based on the total number of projects launched within the calendar year. Given the variation in product development timelines, the number of assessed projects changes annually.

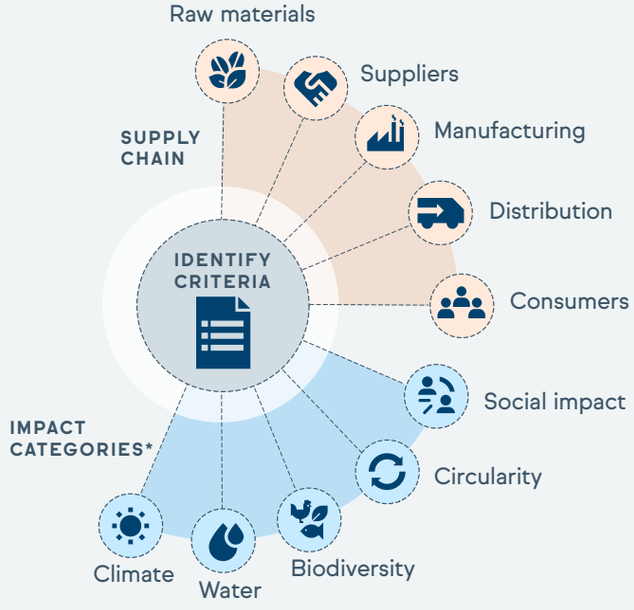
Consequently, the key performance indicator may fluctuate year-over-year but is expected to trend towards 100% over time. Learn more about the I4S methodology.

Innovation for Sustainability

continued

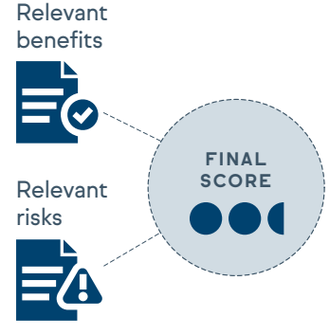
I4S ASSESSMENT MODEL

1 IDENTIFY
relevant sustainability criteria along the product innovation's life cycle.

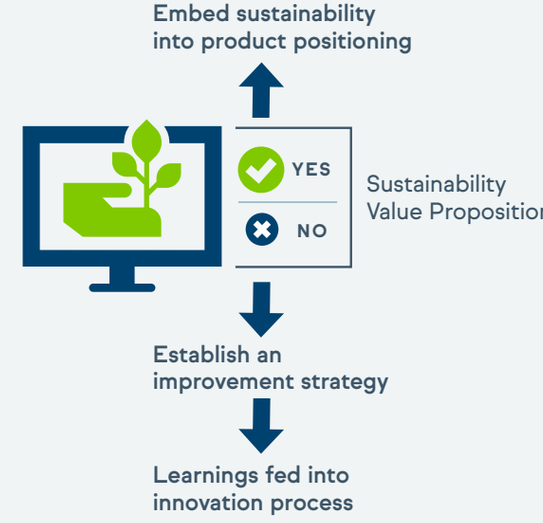


*Impact categories shown here include some but not all categories.

2 ASSESS
sustainability benefits and risks against a relevant benchmark, resulting in a score for each.



3 DETERMINE
the product innovation's sustainability value proposition.



The I4S methodology uses science to show what's possible for advancing sustainability in our new product launches. It assesses relevant sustainability risks and benefits—and their magnitude and likelihood to materialize—along the entire product life cycle of a new product innovation in both relative and absolute terms, resulting in a conclusion on the product's sustainability value proposition. An innovation assessed as having a sustainability value proposition must show a relevant and realistic sustainability benefit compared to an appropriate benchmark without substantial, unmanageable risk.

Diazyme® NOLO: A Breakthrough for No- and Low-Alcohol Brewing

To help our customers respond to the growing consumer trends of healthier lifestyles, environmentally responsible products, consuming alcohol in moderation and enjoying no-/low-alcohol (NOLO) beer, IFF introduced a groundbreaking enzyme solution in 2024 that tackles beer quality, efficiency and sustainability challenges head-on.

According to the Euromonitor International Database, NOLO was the fastest growing beer category in 2024 and is forecasted to continue this trajectory. Traditional NOLO production methods involve removing the alcohol from brewed beer ("dealcoholization"), controlling or suppressing fermentation, or limiting fermentability using recipe adjustments. But these methods can negatively impact taste and pose potentially high operational costs and process contamination risks.

IFF's DIAZYME® NOLO works by converting fermentable sugars (maltose) into nonfermentable isomers (isomalto-oligosaccharides, or IMOs), leading to a lowered real degree of fermentation that delivers the experience of full-strength beers without contributing to alcohol production. It overcomes traditional NOLO brewing challenges because no change in yeast is required. DIAZYME® NOLO also seamlessly integrates into existing brewing processes and can be combined with traditional methods, reducing the need for costly new equipment and capital investments.

This solution showcases the science of possible and enables us to be partners with our brewery customers on their sustainability journeys (see table).

Sustainability Benefits of Adding DIAZYME® NOLO to Existing Dealcoholization Processes & Volumes

Energy savings

By lowering the alcohol content, the energy required for evaporation could be reduced

Increased throughput

Higher unfermentable extract allows up to 60% higher throughput if the beer is de-brewed to the same extract specification

Reduced grist/ hectoliter beer ratio

Same beer volume can be produced with ~37% less grist, leading to up to a 37% reduction in environmental impacts associated with used grist

Blackcurrant Buds CO_2 Absolute For Life

In 2024, we introduced the 100% natural, 100% renewable Blackcurrant Buds CO_2 Absolute For Life, part of the LMR Conscious Supercritical CO_2 extracts collection, which emphasizes eco-consciousness through sustainable, innovative practices. The process creates natural and renewable extracts using supercritical CO_2 extraction, a cleaner and safer method than petrochemical solvents.

This CO_2 extraction approach is a game-changer for our customers, offering:

- Prevention of any thermal degradation in the raw material, revealing a pure fragrance that preserves the original, authentic smell
- Lower carbon footprint than traditional extraction, without the use of harsh solvents
- Reduced water and energy consumption
- Avoidance of petrochemical residues

How does it work?

1 Source

We source blackcurrant buds from one of our longtime partners in France, who has more than more than 50 years of expertise in its cultivation and harvest. Our shared process includes direct access to the fields and production units, which are not far from the dedicated CO_2 workshop in our LMR Aumont-Aubrac Factory where we produce the absolute. This co-location also reduces the product carbon footprint due to reduced transportation needs.

2 Invest

Key R&D investments with our partner have helped to mechanize harvesting, substantially increase yields and ensure full traceability from seed to bottle—thanks to its For Life certification.

for life

3 Extract

To create the supercritical CO_2 extract, we load the locally harvested black-currant bud plants into an extraction cell with natural, renewable and recycled CO_2 from other industries. We then cleanly and safely unlock the fragrance molecules using a hexane-free extraction process that uses a 100% bio-sourced & biodegradable solvent.

Avoiding Food Waste Through Extended Shelf Life

How can we empower manufacturers to create long-lasting, high-quality food and beverage products while also addressing the global challenge of food waste?

According to the Food and Agriculture Organization and the UN Environment Programme, more than 30% of total food production is lost before it reaches the market—equivalent to 1.3 billion tons, costing USD $1 trillion per year and contributing 8% of GHG emissions—enough to otherwise feed two billion people. Most food waste is sent to landfills where it decomposes and emits methane, one of the biggest contributors to climate change.

We collaborate with our customers to offer a comprehensive food protection portfolio that protects product quality, reduces oxidative/microbial food spoilage, cuts down on product returns and losses, and effectively lowers the CO_2e emissions typically associated with food waste. By reducing the impact of higher temperature environments and enabling longer storage, we also optimize distribution chains and enable wider geographical reach. We use LCA to evaluate products' distribution/storage properties throughout the life cycle. For example:

Learn more

GUARDIAN® SYNEROX 82: A major meat manufacturer for leading retailers came to us in 2024 with the issue of diminishing seasoning flavor of beef burgers after five to seven days on the shelf, resulting in significant product returns and waste. We worked to address their precise needs, and in just a few weeks, created a cost-effective, synergistic blend of extracts to add to the beef burger patty seasoning. This extension allowed their short shelf-life product to remain on supermarket shelves for an additional weekend, significantly reducing product returns and waste and saving on costs related to lost inventory.

BIOVIA® CL635: In 2024, IFF developed a new label-friendly antimicrobial shelf-life extender for cured meats without standard synthetic preservatives. We created this for meat manufacturers in North America who need efficient control of a broad range of spoilage microorganisms, including the most challenging lactic acid bacteria and Listeria. Our in-vitro studies demonstrated that BIOVIA® CL635 efficiently inhibits growth of a broad spectrum of spoilage bacteria—including the most common pathogenic Listeria strain—and extends the shelf-life of cured ham by an additional 13 days with no negative impact on the final product's sensory properties, taste, cooking yield or texture.

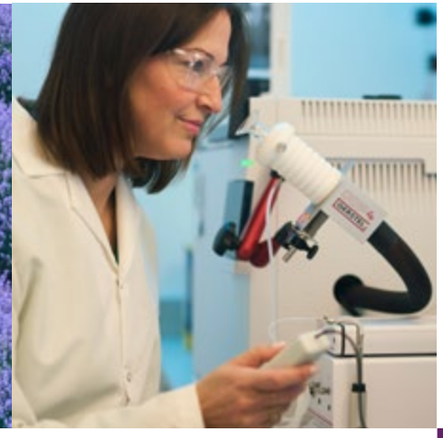
Partnerships of Impact

Tackle evolving goals with a partner that grows with you

We meet our customers where they are to make progress that's right for them, from practical implementation to transformative change. We adapt our efforts to collaborate at every stage of their trajectory, bridging science and partnership with expertise along the way to what's possible.

2024 Highlights

Meeting Our Partners Where They Are—and Where They're Going

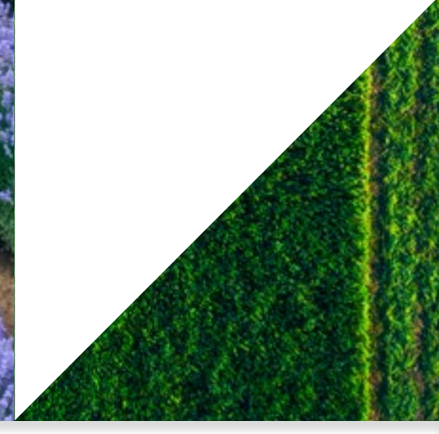


27.3
Million
metric tons of CO_2e emissions avoided by customers and consumers through our solutions, or ~16.5 times more CO_2e than generated at IFF's manufacturing sites

44K
Metric tons
per year of plant sugar feedstock to be converted to renewable polymers through our joint venture and partnership with Kemira, see page 14

36
ISIPCA Graduates
at IFF as a result of our partnership in co-creating the IFF/ISIPCA Scent Design & Creation Masters Program

40+
Strategic university partnerships



De-risking Decision-making in Grain Processing

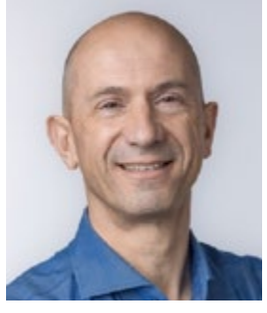
IFF's Grain Processing business is a leading supplier of enzymes and yeast to biofuels producers who produce ethanol and other valuable co-products from starch-based grains such as corn or wheat—a sustainable value proposition that creates renewable fuel from nature.

IFF's enzymatic solutions also create more value from renewable raw materials for our customers in the carbohydrate processing industry by shortening production cycles and reducing operating costs. Sustainability is increasingly important for both the carbohydrate processing and biofuels industries. By working closely with our customers, we enable them to increase their yields and to reduce their energy, water and carbon emissions at their plants.

Using our advanced digital tools, XCELIS® AI and SWEETSPOT™, we can partner directly with our customers to de-risk their decision-making, determine the costs and benefits of sustainability impacts, reduce carbon intensity scores at the facility level and drive innovation toward greater efficiencies.

XCELIS® AI for fuel alcohol: Leveraging advanced data analytics, predictive modeling and training, this tool provides a variety of real-time insights and science-based predictions that optimize processes and decision-making. From deciding whether to add a new unit to their operations or to change their enzyme recipes, our Virtual Plant technology identifies the best ways to reduce the risks of such adjustments before investing capital. When used as part of our dynamic fermentation simulator, we can determine the right yeast for our customers based on their process or market conditions.

SWEETSPOT™ for carbohydrate processing: Custom developed as a holistic plant model for syrup production from starch, SWEETSPOT™ can predict what happens to flows and energy when process parameters are changed. With this proprietary model, we highlight processes for optimization, identify waste reduction opportunities and implement innovative technologies to help customers meet their sustainability goals. For example, in 2024 we modeled the refinery process of several customers in Europe and the Middle East. Using these models, we could demonstrate how they could benefit from switching to our latest Alpha-amylase and glucoamylase products. The output of the model showed how much chemical, energy and water would be saved, but also provided insight into potential monetary savings. In one case, we could demonstrate that the latest glucoamylase product would allow our customer to switch to a more profitable product mix. This is especially advantageous in months when production is under pressure.

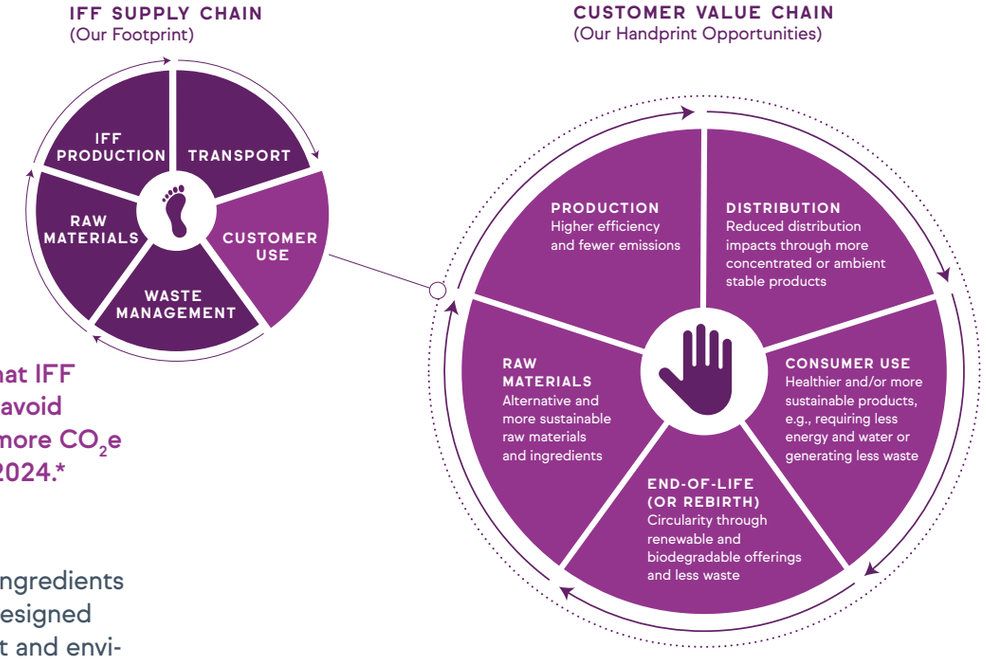


"In 2024, we leveraged the SWEETSPOT™ model to optimize the refinery processes of several customers in the Europe, Middle East and Africa (EMEA) region. This holistic plant model, custom-developed for syrup production from starch, allows us to predict changes in flows and energy when process parameters are adjusted. By utilizing SWEETSPOT™, we were able to achieve substantial efficiencies in chemicals, energy and water, resulting in sustainability improvements and monetary savings."

– Bart Koops, Regional Application Leader, EMEA, Grain Processing

Life Cycle Benefits of IFF Products

Life Cycle Assessment (LCA) is a quantitative assessment of environmental impacts across all stages of the product life cycle, from raw material acquisition to end-of-life management.



LCAs reveal insights about our products' environmental impacts, benefits in use and future reduction opportunities. In turn, this information helps our customers confidently bring products to market and communicate more effectively with consumers.

Use Phase Environmental Benefits

IFF products often provide environmental benefits through use phase performance. IFF's own footprint has a proportionally small impact compared to the benefits and avoided environmental burdens our sustainable solutions provide (see figure).

To quantify this benefit, we have developed a methodology to evaluate the yearly avoided GHG emissions of our products through LCAs of key product applications, coupled with regional sales data for 2024. These emissions are then divided by IFF Scope 1 and Scope 2 (market-based) emissions for the same year. We considered five key product groupings and applications: fuel alcohol yeast and enzymes; animal feed enzymes; cold-water laundry enzymes; plant-based proteins with advanced texturants and flavorings; and Xivia, or IFF-produced xylitol, which enables lower GHG emissions relative to conventional xylitol production. Learn more about our LCA program on page 58.

Through the science of possible, we estimate that IFF solutions enabled customers and consumers to avoid approximately 16.5 times (or 27.3 million tons) more CO_2e than generated at IFF's manufacturing sites in 2024.*

LCA Spotlight: Mindful Fragrance Design

One of our ambitions is to transform our Scent ingredients catalog to allow for more circular formulations designed to deliver solutions with a lower carbon footprint and environmental impact. The challenges we face include a lack of consistent criteria for biodegradability and upcycling, financial and supply chain implications of reducing petrochemical-derived materials, and ensuring the quality and availability of carbon footprint data.

LCA is one of the primary levers allowing us to identify critical improvement opportunities for the raw materials we produce and purchase. Integrating data from methodologies such as positive LCA into the tools used by our scientists and perfumers allows us to guide and define approaches and strategies for reducing the carbon impact of our portfolio and those of our business partners.

Ingredients resulting from LCA-backed mindful creation are linked to the idea that waste can have a second life and an olfactory value. This not only allows us to create unique fragrances but also reduces GHG emissions. The LMR Upcycling Collection began in 2012 and now boasts more than 30 ingredients. It serves both the fragrance and food industries, demonstrating versatility and a dedication to environmental responsibility.

*Limited assurance for this estimation provided by ERM CVS. As most IFF products and all IFF solutions evaluated are consumed in use, a year-over year approach is used for this calculation. While this evaluation does not include all IFF solutions, it does capture our current solutions with substantial use-phase benefits. No rebound effects (changes in demand or behavior due to the implementation of a sustainable solution, leading to further impacts) are anticipated for the products and scenarios evaluated. For more information, please see our methodology description.

Supporting Regenerative Agriculture

The majority of IFF's GHG emissions, and those of many of our customers, primarily come from the value chain, or Scope 3 emissions.

For our food customers, the largest source of Scope 3 emissions is often from agriculture related to crops, dairy and livestock ingredients. For this reason, our customers look for ways to reduce Scope 3 emissions and move closer to their net zero goals, which aligns with IFF's own goal to be net positive across our value chain by 2050. One of the ways we are doing this is through strong supplier partnerships to decarbonize, conserve and restore farmland—and the wider ecosystem—through regenerative agriculture.

Regenerative agriculture has the potential to restore soil health, improve soil fertility, conserve water, encourage biodiversity and combat climate change. However, for it to be truly scalable, it must also be financially beneficial for farmers. With the right quality inputs and increased yields, we believe regenerative agriculture can offer a realistic and attractive return on investment for farmers.

Partnering with the Agro-Food Value Chain

We are progressing in this area through partnership and participation with our agricultural processors' regenerative agriculture programs. Through carbon insetting, we can help our food company customers reduce emissions across our shared value chain. A carbon inset is a carbon avoidance or removal project *within* the supply chain (as opposed to an offset that funds an external project outside the supply chain). This can include actions like enhancing the carbon sequestration capacity in trees or soil; rebuilding organic soil matter; and restoring soil biodiversity through no-till farming, cover cropping and crop rotation, for example. The carbon savings from these techniques can then be passed into the downstream value chain.

Sustainable Soy

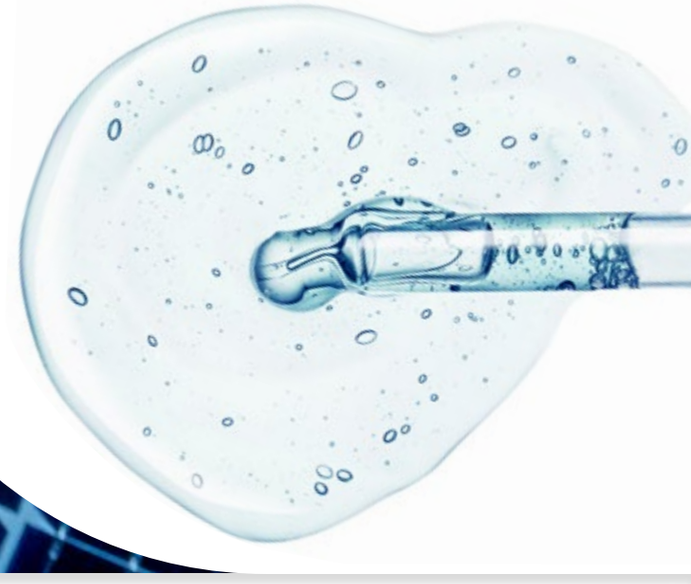
Our Sustainable Soy Policy outlines our commitment to support regenerative agriculture practices that improve soil health, reduce water stress and pollution, enhance biodiversity and support the reduction/sequestration of GHG emissions linked to soy production. Partnering with our agricultural processors and farmers on their regenerative agriculture programs to reduce CO_2e emissions also helps our customers achieve their own sustainability commitments for our shared future. Learn more about our soy sourcing program on page 55.

Operating for the Future

5,000 Solar Panels, One Clear Vision

Moving Toward Zero Waste to Landfill

Project Blue



Reducing business risks while making a tangible, lasting impact

We approach sustainability with measurable and actionable commitments, designing operational solutions and internal roadmaps that are metrics-driven, data-first and rooted in science. When customers look back on their sustainability journey with us, they can track their progress alongside ours.

2024 Highlights

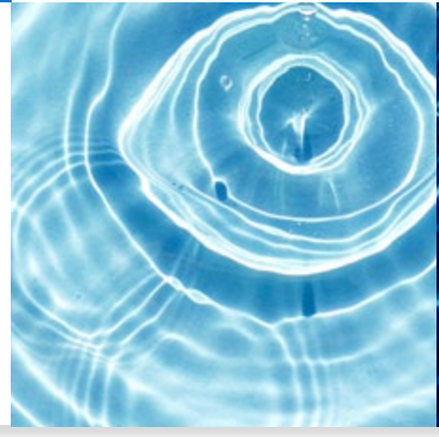
Reaching Higher for a Lighter Environmental Footprint

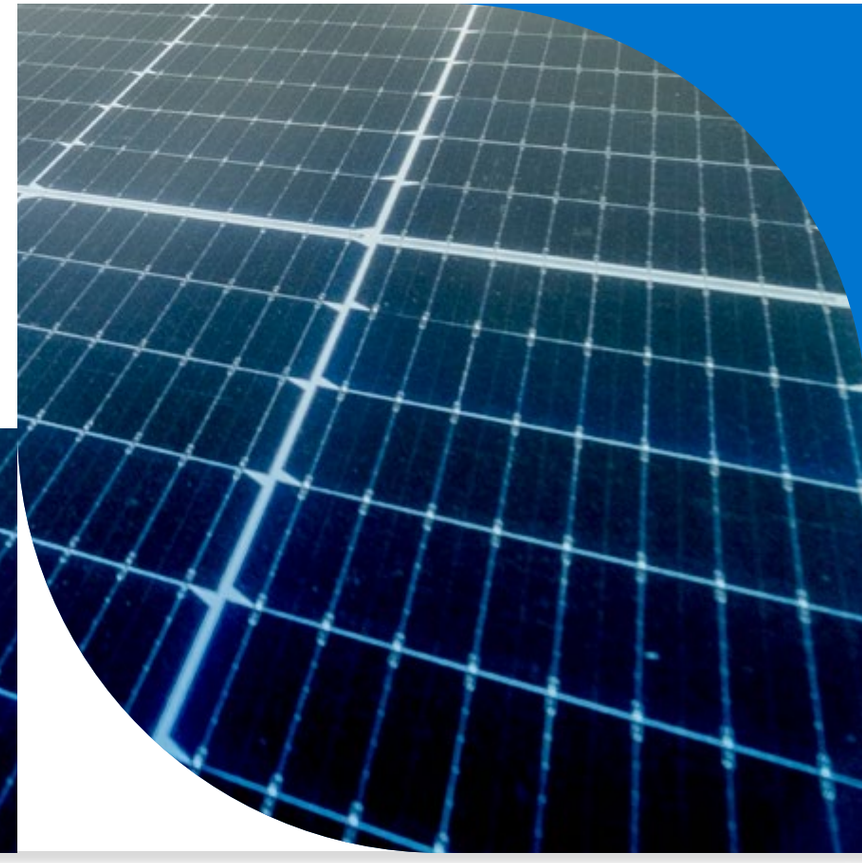
453K+
MWh
of renewable electricity procured or produced for operations, covering ~30% of our total electricity use

14%
reduction of absolute Scopes 1 & 2 GHGs below 2021 baseline levels

9%
of total water withdrawal from sites assessed for risk came from regions with high or extremely high baseline water stress

55%
of major manufacturing facilities have achieved internal zero waste to landfill verification





5,000 Solar Panels, One Clear Vision

The latest installment on our path toward achieving 100% renewable electricity use across our operations by 2030 has been completed in the parking lot of our Tilburg, Netherlands, manufacturing facility.

In partnership with local solar power installation provider and operator KiesZon, we have installed nearly 5,000 solar panels with a peak capacity of 3,074 kilowatts. The installation is expected to produce around 2.79 million kWh of solar energy annually, covering approximately 17% of Tilburg's total energy consumption and equivalent to the consumption of 980 Dutch households.

With this investment, we expect to reduce CO_2e emissions by 1,283 tons per year, actively reducing our reliance on fossil-based energy, contributing to our sustainability goals, strengthening our role within the local community and contributing to the broader energy transition. IFF is a member of RE100, a collaborative, global initiative of influential businesses committed to 100% renewable electricity.

The new solar installation at Tilburg follows IFF's—and the flavor and fragrance industry's—first-ever on-site wind turbine that was installed at Tilburg in 2016. Since that time, the turbine, which has an output of 2.4 megawatts, has annually produced approximately 6 million kWh of renewable electricity per year, or 40% of the site's electricity needs—the clean energy equivalent of what is needed to power 1,860 local households.

Moving forward, the combination of both solar and wind power at Tilburg is expected to cover more than half of the site's total energy needs. Tilburg annually achieves 100% renewable electricity by purchasing renewable energy credits for the remaining portion of needed electricity from the grid.

"The world is changing and calls for new ways of generating energy. By investing in solar energy now, we are taking a concrete step toward a future where sustainable production becomes the standard. The new solar park is a tangible expression of our commitment to reducing our environmental footprint and further enhancing the sustainability of our operations."

– Stefan Trouwen,
Tilburg Plant Manager

Moving Toward Zero Waste to Landfill

IFF strives to eliminate overall waste and hazardous waste generation in our operations through an approach built on recovery, reuse and recycling.*

As of the end of 2024, 55% of our major manufacturing facilities have achieved internal zero waste to landfill (ZWL) verification, keeping us on track to achieve our ambition of internally verifying all by 2030.

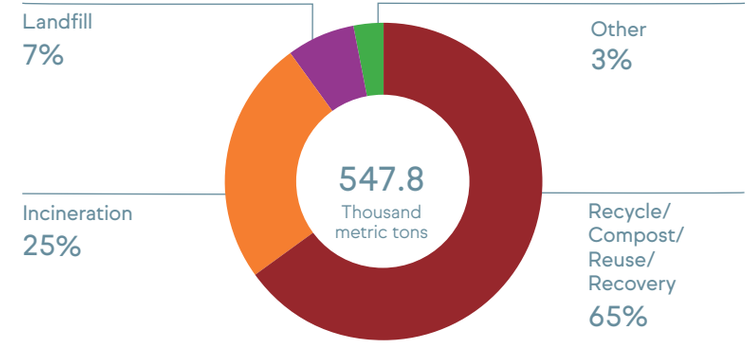
ZWL helps our facilities seek out the most environmentally responsible methods available to dispose of each waste stream. These efforts are often powered facility-level employee initiatives. We have established Green Teams at each of our manufacturing facilities as well as at many of our offices, creative centers and application laboratories around the world.

To become ZWL-verified, a facility must either:

- Divert more than 98% of all trash, recyclables and other waste streams from the manufacturing process away from landfill through reuse, recycling or incineration; or
- If the location is unable to reach the 98% diversion target due to lack of local waste management options, the facility must achieve "maximum diversion" status by diverting more than 75% of all trash, recyclables and other waste streams away from landfill, after exhausting all other reasonable options for disposal, based on an internal cost-benefit analysis. Maximum diversion sites must re-evaluate their optimal waste management alternatives at least every two years to continue progressing toward full ZWL.

Our ZWL program features a waste vendor documentation and approval system. Finding appropriate waste disposal mechanisms that qualify for ZWL can be a challenge, often dependent on vendor contract renewals to arise before making changes. Additionally, as our facility footprint is much different today than it was when the ZWL program began in 2021, we are continually collaborating with our partners and colleagues internally to ensure that our ZWL ambitions are applicable to all sites, including those that have different waste streams and disposal mechanisms.

2024 Total Waste by Disposal Method



* For purposes of waste accounting, IFF relies on the definition of hazardous waste that is applicable in local jurisdictions where IFF operates. Please see page 90 in the Appendix for a breakout of IFF's waste generated in 2024.

Project Blue

IFF uses water for cooling, steam generation, feedstock processing, and cleaning across our business units.

Each year we make continuous improvements toward our strategic commitment to champion water stewardship. The results from our annual water risk assessment (based on 2024 data) indicated that 9% of our total water withdrawal from the sites assessed came from regions with high or extremely high baseline water stress.

But what happens when traditional water risk-modeling, which may use generalized inputs and assumptions, misses local nuances of sites based on their location?

Identifying a gap and a challenge

In 2023, one of our facilities was not deemed to be "high water risk" based on our existing tools, yet when our own Environmental Health and Safety (EHS) team conducted a routine on-site audit, they learned that the local government would be placing restrictions on water withdrawal in that area. Without the audit, we would not have had as timely a response plan for operational adjustments. In fact, it is complexities like this that make it difficult to create one blanket water reduction target at a global corporate level, as not every site uses water in the same way nor is in the same risk category. Rather, a more holistic approach to understanding our water usage from source to disposal, including local/regional risks, is needed.

Enter Project Blue

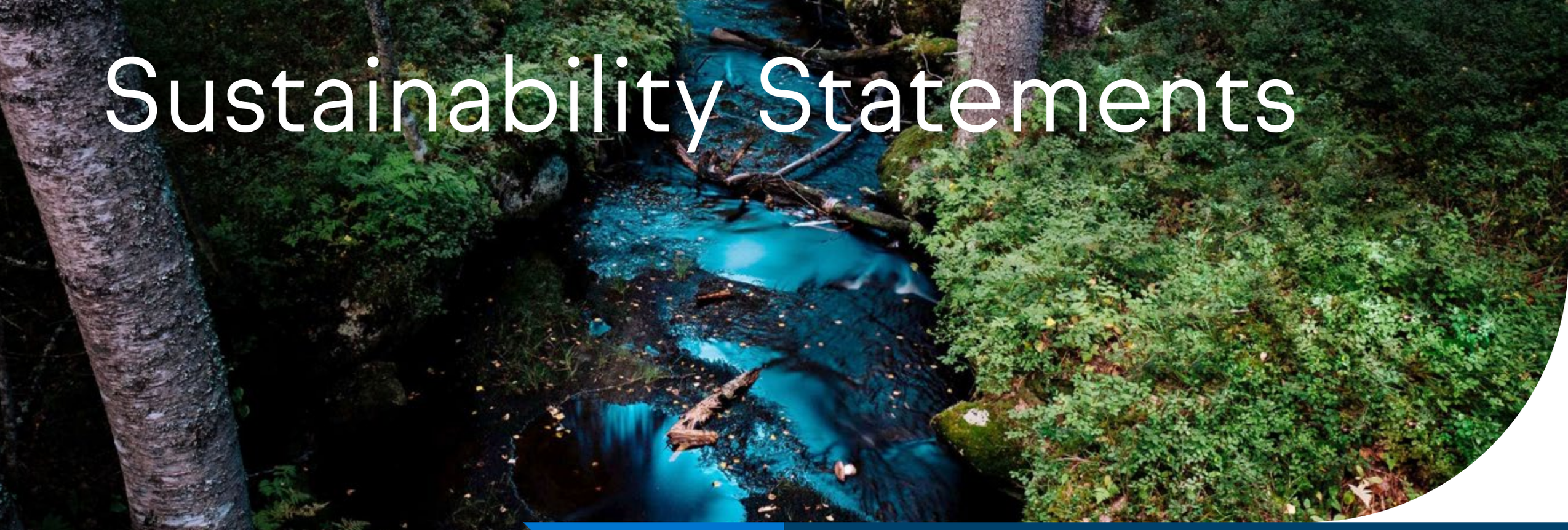
In 2024, IFF's Global Sustainability and EHS teams launched a new assessment and awareness training focused on water stress, efficiency and risk management for sites globally. Referred to internally as "Project Blue," the objective is to better understand both quantitative and qualitative facility-level water use, revealing opportunities for implementing customized, realistic efficiency improvements.

As a first step, we combined the WRI's Aqueduct 4.0 water risk assessment tool with insights from an internally designed qualitative survey to understand facilities' current and future risks from a physical/geographical perspective as well as a local regulatory one. The results of this initial assessment allowed us to "rank" and prioritize facilities in terms of their need for additional support for reaching efficiencies. In this way, we can better identify and mitigate water risk and stress by facility, optimize site water-use expectations.

"For IFF's operations, we know that water management is not one-size-fits-all, so we have to look at sites on a more individualized level before defining water stewardship targets for the organization. This is where our team will be heading next, and our plan is to be able to set goals by the end of 2025 for our priority facilities."

– Fabien Laurent, PhD, EHS Senior Consultant

Sustainability Statements



PART 2

This section details our sustainability performance, based on the results of our double materiality assessment and with reference to the European Sustainability Reporting Standards.

Basis for Preparation

IFF's 2024 Sustainability Report comprises two parts: Sustainable Solutions and Sustainability Statements. It was prepared through an in-depth consultation and approval process with relevant subject matter experts and senior managers from relevant Business Units and Functions. Our CEO, who also serves on the Board of Directors, is responsible for the final approval of IFF's annual sustainability report prior to its publication. IFF has annually issued a standards-adherent sustainability report since our first reporting year in 2010. Previous years' sustainability reports and data are available in our Report Library. This report should also be read in conjunction with IFF's 2024 Annual Report and 2025 Proxy Statement available at ir.iff.com/annual-reports-proxy-materials.

DISCLOSURE FRAMEWORKS

The Sustainability Statements of the 2024 Sustainability Report have been prepared on a consolidated basis, taking into consideration the European Union (EU) Corporate Sustainability Reporting Directive (CSRD) and the underlying European Sustainability Reporting Standards (ESRS) as much as possible. All data points included in the Environmental, Social and Governance (ESG) sections herein have been assessed as material according to the results of our double materiality assessment (DMA)[1]. Note that due to the pending EU Sustainability Omnibus update (which is expected to bring changes to the regulated sustainability disclosure and due diligence landscape related to the EU Taxonomy, Corporate Sustainability Due Diligence Directive, and the CSRD), this 2024 Sustainability Report is not claiming to be, nor should it be considered to be, fully compliant yet with CSRD.

In addition to ESRS considerations, this report also aligns with three voluntary disclosure frameworks (see pages 99-131):

- **Global Reporting Initiative (GRI): In accordance with the revised Universal Standards, launched in October 2021.**
- **Sustainability Accounting Standards Board (SASB): For the Chemicals industry, specifically the Resource Transformation sector.**
- **TCFD: The Task Force on Climate-related Financial Disclosures.**

REPORTING SCOPE

The scope of this 2024 sustainability report covers January 1, 2024, to December 31, 2024, and includes facilities owned and operated by IFF as well as all entities included in IFF's 2024 consolidated financial statements. In recent years, we have acquired/merged with and/or divested with several companies. Consistent with best practices and applicable framework guidelines for sustainability reporting, we have historically included the performance data of merged or acquired entities in our reporting boundary for the first full year of operation following the merger or acquisition.[2]

1 Unless so specified, materiality does not directly correspond to the concept of materiality used under U.S. securities law or other applicable laws and does not represent any determination by the Company that any of the content contained in this presentation is "material" for purposes of U.S. securities law, other such applicable laws, or in the context of financial reporting and should not be construed as a characterization regarding the materiality of such information to IFF's financial results or operations.

2 With respect to financial reporting, we include the results of the acquired entity from the day we acquire the company.

REPORTING SCOPE

Acquisition/ merger/ divestment	Year	Data inclusion in 2024 Sustainability Report
Frutarom	2018	Yes
DuPont N&B	2021	Yes
Health Wright Products	2022	Yes
Pharma Solutions	2025	Yes

STANDARDS & BASIS OF CALCULATIONS OF ENVIRONMENTAL DATA

IFF reports environmental data for all manufacturing sites under the Company's operational control, and for non-operational sites with an employee headcount that is equal to or greater than 20 employees. All greenhouse gas (GHG) data points (Scopes 1-3) are reported based on the Greenhouse Gas Protocol. The organizational boundaries for this report align with the Operational Control approach outlined in the GHG Protocol. Following Scope 1 Guidance for Direct Emissions, we use appropriate emission factors such as the Intergovernmental Panel on Climate Change (IPCC) 2006 Guidelines for National Greenhouse Gas Inventories Fifth and Sixth Assessment Report, the Climate Registry 2024 General Reporting Protocol and the U.S. EPA MRR Final Rule (40 CFR 98) Industrial Sector 2013. For electricity (Scope 2 emissions), we follow generally accepted

factors such as the EPA's 2025 eGrid Subregion emission factors, the 2024 International Energy Agency emission factors, 2024 Australian Government National Greenhouse Account Factors, RE-DISS 2023 Residual European Mix, U.S. Residual Mix, U.S. Residual Mix 2024 Green-e Energy Emissions Rates and Department for Environment, Food & Rural Affairs (2024 DEFRA), as well as verified supplier specific emission factors. Emission factors for purchased steam are specific for each site and are provided by the suppliers.

Emissions for process-derived fuels are specific to each site and are calculated by mass balance based on product mix. The emissions calculations include GHGs covered by the Kyoto Protocol—carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs) and sulfur hexafluoride (SF_6)—and are reported as CO_2 equivalents (CO_2e).

We use the global warming potentials provided in the IPCC's Sixth Assessment Report, where available. We report both market-based and location-based emissions data in this report, which follow the methodologies provided in the Scope 2 Guidance of the GHG Protocol. Market-based emissions use supplier-specific emission factors and include renewable energy credits.

Data estimations may be required when data is not available but is considered relevant for completion. Scope 1 and 2 emissions are based on greater than 95% actual data (we target less than 5% data estimation). Scope 3 uses estimations leveraging generally accepted methodologies and emission factors applied either on a spend-based or activity-based methodology, such as the US Environmentally-Extended Input-Output (USEEIO) Models, Tank-to-Wheel (TTW) and Well-to-Tank (WTT) per the Science Based Targets initiative (SBTi) and the Quantis Scope 3 tool.

Other environmental data, such as water- and waste-related categories are collected via our environmental management system monthly.

CHANGES & REPORTING ADJUSTMENTS RELATED TO PRIOR PERIODS

We have historically included six of the 15 GHG Protocol Scope 3 categories that are supported by actual spend data by category or source activity data: Category 1–Purchased goods and services; Category 2–Capital goods; Category 3–Fuel- and energy-related activities; Category 4–Upstream transportation and distribution; Category 5–Waste generated in operations; and Category 6–Business travel (air travel only, see Performance Data, page 87).

The following four GHG Protocol categories have not historically been included in our annual sustainability report, but were included, based on estimates, in our annual CDP Climate Change Questionnaire: Category 7–Employee commuting; Category 9–Downstream transportation and distribution; Category 10–Processing of sold products; and Category 12–End-of-life treatment of sold products. As of 2024, they are now included in this report.

We are also in the process of transforming our largest Scope 3 emissions category, purchased goods and services, from spend-based to activity-based. This will be used to engage directly with suppliers to obtain actual data in the future.

For adjustments to ESG performance data, we determine whether we should restate numbers based on the availability of data and/or the incorporation of new information. We clearly indicate where we have restated data. For example, in 2023, Scope 3, Category 3: Fuel and Energy-related Activities, contained duplicate data from the prior year. The result was an over calculation in 2023, which has now been corrected, as reflected in the data table on page 87.

EXTERNAL REVIEW

We retained a third-party assurer for our 2024 Sustainability Report. Specifically, they assessed whether the report presents a complete and balanced presentation of IFF's sustainability activities and performance in accordance with the GRI Standards, and whether the 2024 information and data for specified indicators are fairly presented in accordance with the reporting criteria. ERM CVS does not verify general market-related claims that are not linked to IFF's ESG performance. Select environmental indicators for North America, covering sites in the United States and Canada, were reasonably assured in 2024. This includes Scope 1 GHG emissions (416,242 metric tons CO_2e), and Scope 2 location-based (LB) and market-based (MB) emissions (LB: 474,535 metric tons CO_2e; MB: 462,771 metric tons CO_2e). This also includes direct energy (2,330,789 MWh), indirect energy (1,237,948 MWh) and total energy consumption (3,568,738 MWh). IFF's Chief Sustainability Officer oversees the Company's external assurance process for this report. For more information on the scope, activities, assurance standards used, level of assurance obtained and conclusions, please see the ERM CVS Assurance Report at the end of this report, beginning on page 132.[3]

3 Scope 3 Categories 1, 2 and 4 are calculated from actual spend by category; Categories 3 and 5 are calculated from source activity data, and Category 6 is calculated from data provided by travel agent data. For Scope 3 spend-based calculations, EPA EEIO factors that include related transportation and distribution margins are used.

Governance

RISK MANAGEMENT REVIEW AND OVERSIGHT

Our Board is actively involved in the oversight of risks that could affect our Company and is responsible for overseeing and reviewing with management the Company's enterprise-wide risks and the policies and practices established to manage such risks. The Board exercises its risk oversight function both at the Board level and by delegating it to its committees. The Board and its committees focus on operational risk, financial risk, regulatory risk, litigation risk, cybersecurity and information security risk, tax risk, credit risk, liquidity risk and compliance risk as well as our general risk management strategy, and how these risks are being managed. The Board receives regular updates on the Company's risk from its committees (see table on right).

RISK GOVERNANCE FRAMEWORK

IFF's dedicated committee at the Board level for risk oversight is the Audit Committee. IFF also has a risk governance framework with board-level risk oversight and dedicated operational risk management functions in place. These functions include:

Operational risk ownership

- Management maintains an Enterprise Risk Management (ERM) program, which is designed to identify and assess our global risks and to develop steps to mitigate and manage risks. The Board receives regular updates on the ERM process and the Company's risk mitigation activities, including reports focused on compliance, human capital, cybersecurity and sustainability risks.

IFF BOARD OF DIRECTORS			
Audit Committee	**Governance & Corporate Responsibility Committee**	**Human Capital & Compensation Committee**	**Innovation Committee**
Oversees financial risks and the policies and practices established to manage such risks and oversees and reviews procedures for monitoring compliance with laws and our Code of Conduct	Oversees governance risk and risks related to sustainability and corporate responsibility and risk related to CEO succession	Oversees risks associated with compensation policies and practices, our compensation plans (including equity compensation plans), severance, change in control, talent and other employment-related matters	Oversees risks related to R&D and innovation programs, emerging science and technology issues and related business opportunities

Risk management and compliance oversight

- At the management level, overall responsibility for operational risk resides with the CEO and other senior management (including business unit presidents), who manage the Company's day-to-day business risks and its risk management process.
- The Company has established a management risk committee, chaired by the Chief Financial Officer and General Counsel, and made up of key members of the Company's management to integrate global risk activities (including cybersecurity, compliance, business, human resources and crisis management) and to ensure appropriate prioritization of resources and alignment across the Company.

Independent audit unit

- We have an internal audit function that provides independent assurance on the effectiveness of risk management and compliance processes. IFF's Audit Committee is responsible for overseeing the Company's internal audit function, including the adequacy and effectiveness of the Company's systems of internal controls, disclosure controls and procedures, and any related significant findings and recommendations by the independent accountant or the Internal Auditors, together with management's responses.

To help promote an effective risk culture throughout the organization, we incorporate risk criteria in the development of products and services through our Innovation for Sustainability (I4S) assessment tool that identifies sustainability risks associated with our innovations from a life cycle perspective. Relevant sustainability risks of the innovation are assessed along their entire life cycle in relative and absolute terms, as well as their magnitude and likelihood to materialize. Based on that assessment, an evaluation on both benefits and risks is applied, which results in a conclusion on the sustainability value proposition. An innovation assessed as having a sustainability value proposition must show a relevant and realistic sustainability benefit without substantial, unmanageable risk (learn more on page 21).

INTEGRATION OF SUSTAINABILITY-RELATED PERFORMANCE IN INCENTIVE SCHEMES

The Annual Incentive Plan (AIP) is IFF's short-term incentive that compensates all eligible employees, including executive officers and managers. In 2024, it was directly linked to both individual performance and Company financial performance on certain metrics, including EBITDA, currency neutral sales growth, and an ESG Index (Modifier). The ESG component included targets for safety, ethics, inclusion (specifically increasing the proportion of women in middle and senior management by at least 1% year-over-year), and sustainability performance (related to reducing our GHG emissions by approximately 2% year-over-year through energy-related projects and renewable electricity metrics). Specifically, sustainability performance is tied to:

- An annual absolute Scope 1 and 2 emission reduction target related to the execution of projects through our energy and sustainability CAPEX fund; and
- Progress on virtual power purchase agreements (vPPAs) (note that due to the complexity of these agreements, this is not included on an annual basis).

The ESG-linked goals impacted variable compensation by 5% for the Executive Leadership Team (ELT). In 2024, we achieved our ESG metric for GHG reduction linked to variable compensation.

SUSTAINABILITY GOVERNANCE

IFF's Board of Directors is the highest governing body for sustainability. Specific responsibility for supporting and assisting the Board in overseeing the Company's sustainability program and commitments is held by the Governance & Corporate Responsibility Committee, whose responsibilities include:

- Reviewing the Company's policies, programs and practices on sustainability and corporate responsibility and assessing new opportunities that would support the Company's sustainability and corporate responsibility goals, including those related to environmental stewardship, operational eco-efficiency, climate and water risk strategy, and risks associated with responsible sourcing; and
- Discussing with management the Company's environmental performance, including progress toward targets, programs, policies and disclosure related to climate change.

All ELT members are responsible for managing and reporting to the Board on IFF's impacts, risks and opportunities on the economy, environment and people. The ELT also integrates sustainability considerations into IFF's operations, management approaches, policies, strategic direction and innovation pipeline. This process helps IFF deliver sustainable and equitable solutions that meet the needs of our internal and external stakeholders.

Together with the Board, the ELT, and its direct reports, our Chief Sustainability Officer oversees the execution of our global sustainability strategy and reporting, including the related activities, targets and action plans within IFF's business units and functions. Internal controls related to sustainability data and reporting are under the responsibility of the cross-functional subject matter experts that contribute to the report and their direct line manager approvals of content. Data and claims presented in the report are also subject to thorough review and verification by our third-party assurance provider (see page 132). In 2024, we strengthened our internal control frameworks for sustainability reporting with our global sustainability, enterprise risk management, finance, controllership & accounting, and internal audit teams. Further cross-functional development of the control environment is expected during the coming years as we continue to prepare for future CSRD-aligned reporting.

For more information about our governance approach, including the composition and focus of our Board of Directors and membership information of the committees, please refer to the Governance page on our website, our Proxy Statement and Notice of 2025 Annual Meeting of Shareholders and our Corporate Governance Guidelines.

STATEMENTS ON DUE DILIGENCE

Human rights due diligence

Please see the human rights due diligence approach in the Workers in the Value Chain section on page 70.

Vendor quality due diligence

In addition to managing the safety and quality of our products, the IFF Quality team also uses effective manufacturing quality control techniques to monitor and verify our vendors' ability to deliver products that meet our global material specifications and service requirements. As part of our due diligence and risk management processes, new suppliers are required to complete an in-depth qualification process and vendors are assessed by our internal qualification committee. Selected new suppliers undergo initial audits of their operations by IFF personnel. During the raw material qualification process, material is tested to confirm that it meets IFF's specifications, requirements and standards from both a regulatory and a quality perspective. Existing suppliers are also audited on a periodic basis. We also maintain a comprehensive risk assessment, scoring and risk-based testing program on our vendors to inform the level of testing we complete on the raw materials we procure. These audits are complemented by IFF's Vendor Quality Risk Management program, which tracks vendor performance to help determine audit frequency. Vendor risk scorecards allow us to focus our resources where the needs are greatest.

Public policy due diligence

IFF's Public Affairs (PA) team monitors and analyzes legislative and regulatory developments that impact the Company. PA works with business teams to help them understand and comply with government regulations, self-regulatory frameworks and internal corporate policies. The organization is led by IFF's Vice President of Public Affairs, who reports to the General Counsel.

The PA team advances IFF's business and reputational priorities with public policy stakeholders. Through PA, IFF creates private and public sector support for responsible innovation for sustainable solutions. The team collaborates internally and externally to address emerging / perceived and known risks in product safety, efficacy, environmental impact and other areas. It also engages with stakeholders around IFF's approach to responsible innovation, safety and climate. The team's external engagement informs IFF's advocacy practices and feeds into sustainability-related considerations.

Environmental due diligence

We complete environmental due diligence for mergers and acquisitions, as well as divestitures. This is managed as part of our Environmental, Health and Safety program. We review the need for environmental due diligence assessments for mergers and acquisitions as well as divestitures. Should a more in-depth investigation be required, the due diligence process may include historical records review as well as a potential for environmental site assessment conducted by certified third-party consultants.

IFF BUSINESS UNITS AS OF 2024

Nourish:
As a leading creator of ingredients and solutions, we help our customers deliver on the promise of healthy and delicious foods and drinks that appeal to consumers.[4]

Health & Biosciences:
Developing and producing of an advanced biotechnology-derived portfolio of enzymes, food cultures, probiotics and specialty ingredients for food and non-food applications.

Scent:
Creating fragrance compounds and fragrance ingredients that are integral elements in the world's finest perfumes and best-known household and personal care products.

Pharma Solutions:
Producing, among other things, a vast portfolio of cellulosics and seaweed-based pharmaceutical excipients, used to improve the functionality and delivery of active pharmaceutical ingredients.[5]

4 In 2024, IFF announced that the Nourish organization would separate into two newly named business units, Taste and Food Ingredients, which went into effect at the beginning of 2025.

5 On May 1, 2025, IFF announced that it had successfully completed the previously announced divestiture of its Pharma Solutions business unit to Roquette.

Strategy

BUSINESS MODEL AND VALUE CHAIN

IFF is a leading creator and manufacturer of food, beverage, health & biosciences, scent, and pharma solutions and complementary adjacent products, including natural health ingredients, which are used in a wide variety of consumer products. Our products are sold principally to manufacturers of dairy, meat, beverages, savory and sweet snacks, baked goods, grain processors and other foods, personal care products, soaps and detergents, cleaning products, perfumes, dietary supplements, food protection. We also produce infant, elderly and animal nutrition products, functional food, pharmaceutical and oral care products. As a result, we hold global leadership positions in the Food & Beverage, Home & Personal Care and Health & Wellness markets, and across key Tastes, Textures, Scents, Nutrition, Enzymes, Cultures, Soy Proteins, Pharmaceutical Excipients and Probiotics categories.

Sustainability is integral to our business model and our ability to create value for our stakeholders. In 2021, we launched a refreshed and comprehensive sustainability roadmap, the 'Do More Good Plan', which aligns with IFF's strategy for long-term growth and value creation. The Plan comprises four interconnected pillars that capture the areas where we believe we can have the greatest positive impact. As part of this strategy, we deliver solutions that seek to transform industries and empower our customers to achieve their sustainability objectives, beginning with our commitment to responsible sourcing and then leveraging our research and development program to drive environmentally and socially-conscious innovation. For more information about our approach to intentional innovation through sustainable solutions, please see page 19.

STAKEHOLDER GROUP	EXAMPLES OF HOW WE ENGAGE	EXAMPLES OF TOPICS & CONCERNS RAISED IN 2024
COMMUNITIES	• Volunteer and charitable activities that are organized, hosted and implemented locally by sites around the world • Community & biodiversity programs in our naturals supply chains/communities where our raw material ingredients are grown	Community well-being, philanthropy and socioeconomics; biodiversity and ecosystems; pollution
CUSTOMERS	• Conferences, industry events, roundtables or presentations • Partnerships and joint projects, including accompanying communications (e.g., press releases and social media) • One-on-one meetings; calls; questionnaires, surveys, sustainability performance reviews; interviews (e.g., double materiality; competitive assessments)	Innovation and sustainable product solutions; greenhouse gas emissions and energy footprint; human rights; customer experience and transparency
EMPLOYEES	• Regular communications, including emails, newsletters, videos, town halls, the intranet, CEO blog and social media • Employee engagement campaigns, surveys, webinars, e-learning courses and trainings	Innovation and sustainable product solutions; human rights; talent acquisition, engagement and retention
INVESTORS	• Presentations; roadshows • Regular filings, disclosures and press releases • Quarterly meetings and conference calls	Company performance and strategy (financial and ESG); strategies; matters of corporate governance and executive compensation (e.g., ethics and compliance and business conduct); innovation and sustainable product solutions; greenhouse gas emissions; biodiversity
NGOS & INDUSTRY ASSOCIATIONS	• Multi-stakeholder initiatives/coalitions; trade associations • Interaction and advocacy with governmental agencies	Business needs, regulatory decisions, policy interpretations (e.g., climate change risk; occupational health and safety; human rights; product safety and quality; business conduct, ethics and compliance)
SUPPLIERS	• Assessment/audits; questionnaires; consultations, trainings • Global networks to support industry supply chains • Collaborative partnerships and shared value programs to strengthen local communities and supply chains	Responsible sourcing; biodiversity & ecosystems; greenhouse gas emissions and energy footprint; business conduct, ethics and compliance

In terms of value creation, our most important inputs, among others, include natural resources, human capital, financial capital and stakeholder relationships. Key outputs include both the positive and negative impacts created as a result of our operations, such as the customers and consumers we touch, the communities we serve, returns to our shareholders, development of employees and our environmental footprint.

See our business model for value creation on page 7.

INTERESTS AND VIEWS OF STAKEHOLDERS

IFF is committed to engaging with our stakeholders to understand their priorities, concerns and expectations. We use their feedback to inform our strategies and due diligence processes and to proactively respond with solutions that create value for all. Engagement with stakeholders was also a crucial component of our recent double materiality assessment. For examples of how we engage with key stakeholders, please see the table on page 42.

MATERIALITY ASSESSMENT PROCESS

IFF conducts or reviews materiality[6] analyses at least annually. In 2024, in consultation with an independent third-party, IFF completed our first assessment based on the principle of double materiality[7], which considers internal impact on the business as well as external impact on society and the environment.

6 Unless so specified, materiality does not directly correspond to the concept of materiality used under U.S. securities law or other applicable laws and does not represent any determination by the Company that any of the content contained in this presentation is "material" for purposes of U.S. securities law, other such applicable laws, or in the context of financial reporting and should not be construed as a characterization regarding the materiality of such information to IFF's financial results or operations.

7 IFF's definition of double materiality aligns with the definition and criteria outlined in the Corporate Sustainability Reporting Directive's European Sustainability Reporting Standards 1: General Requirements and implementation guidance from EFRAG.

2023-2024 DOUBLE MATERIALITY ASSESSMENT WORKFLOW

	1. Current state assessment	2. Stakeholder engagement	3. IRO analysis	4. Topic prioritization	5. Validation
WHAT:	BUILT a set of potential material topics and an impact, risk & opportunity (IRO) register, informed by internal and external contexts of our company.	ENGAGED internal and external stakeholders and captured cross-functional views of key ESG-related IROs related to each potentially material topic.	ASSESSED potential and actual IROs associated with the topics identified in phases 1 and 2.	EVALUATED, synthesized, consolidated and visualized findings from phases 1 through 3 to determine material topics for IFF.	VALIDATED results internally to gain buy-in, approval and plans for implementation.
HOW:	Combined insights from an internal view of IFF's business (e.g., strategies, risks, products) with the external landscape (e.g., macro-trends, regulations, peer reviews, industry reports and ESRS sustainability matters) to 1) create a high-level value chain map summarizing IFF's activities, resources used and depended on and business relationships; and 2) identify an initial "long list" of potentially material ESG topics, subtopics and definitions.	Led by our independent partner, we interviewed 16 internal stakeholders (including the IFF ELT and members of the Corporate Governance & Corporate Responsibility Committee of the Board) and conducted seven additional interviews with external stakeholders (representing customers, industry associations, NGO partners, investors and suppliers). We also engaged ~220 employees through a survey to evaluate IFF's impact on the environment, economy and people according to the list of potentially material ESG topics identified in phase 1.	Developed a methodology aligned with our existing enterprise risk-management process, including objective criteria and thresholds, for assessing the materiality of IROs (i.e., rating severity and likelihood of impacts for impact materiality, and rating magnitude and likelihood of risks or opportunities for financial materiality). Then, ~30 IFF subject matter experts (SMEs) used the methodology to assign scores to all IROs and participate in four live, independently moderated Integration Workshops to discuss and validate all scores across ESG topics.	Applied specialized scoring methodologies to the information identified through prior phases to determine weightings for each input and arrive at a relative prioritization of ESG topics.	Conducted an internal Validation Workshop with all subject matter experts and IRO-scoring owners to discuss and affirm the ESG factors identified as most material to IFF. Findings were shared with the ELT for review and approval and with the Board of Directors for acknowledgment and sign-off on integrating into our business, risk-management approach, sustainability strategy and future sustainability disclosures.

Strategy (continued)

Specifically, double materiality assessment (DMA) is a prioritization acknowledging that a company both impacts the environment, economy and people (i.e., "inside out," or "impact materiality") and is also impacted by the environment, economy and people (i.e., "outside in," or "financial materiality").

- A topic is material from an impact perspective if it causes actual or potential positive or negative impacts on the environment, economy and people that are directly linked to a company's operations and value chain, including business relationships.
- A topic is material from a financial perspective if it triggers, or could reasonably be expected to trigger, a material financial effect on the company, including generating risks or opportunities that could affect a company's financial performance and position over the short, medium and long term.

DMA objectives

- To increase transparency, strengthen the quality of our current sustainability reporting and prepare for future compliance with the CSRD by identifying the set of material sustainability impacts, risks and opportunities (IROs) for IFF that align with the ESRS.
- To understand internal and external stakeholder views, thereby strengthening established connections; build trust and increasing awareness and engagement with the Executive Leadership Team (ELT) and the Board of Directors; and integrate results of the DMA with IFF's Enterprise Risk Management process.
- To gain a clear understanding of the strategic priority topics unique to IFF's business model, refreshed and revised based on the most recent trends, context and stakeholder expectations.

DMA results

We are confident that the results of our first DMA (see following page) reflect a true and fair picture of our IROs as a snapshot in time, but we also acknowledge that our methodology has limitations as the reporting landscape and our own business continues to evolve. As we continue to prepare for compliance with the future requirements of the CSRD, in early 2025 IFF worked with an independent third-party assurance provider to conduct a gap analysis of our approach to the 2023-2024 DMA, including methodology, conclusions and associated sustainability reporting obligations. Insights from this analysis—as well as the final ESRS and related guidance, pending outcomes of the Omnibus package—will help us further refine our DMA and prepare for future assurance of our process. For example, we aim to expand our disclosures on the process we use to identify and assess material IROs and how they interact with our strategy and business model. We will also align our future DMA process with expected updates to IFF's Enterprise Risk Management program with the intent to show where our material IROs occur across our full value chain.

We intend to review the IRO Register for ESRS and its related methodology on an annual basis and to complete a full double materiality assessment approximately every two or more years.

Strategy (continued)

Our DMA revealed the following results:

1) 19 topic-level material issues were identified and prioritized in a materiality matrix (available for viewing on page 11 of our 2023 Sustainability Report), which maps median impact materiality scores versus median financial materiality scores for IROs associated with each identified topic (but does not directly reflect CSRD-aligned results).
2) 10 CSRD-aligned topics were identified based on the highest scored material IROs for each of 21 ESRS sub-topics (see table). Details on how we respond to the IROs associated with these sub-topics can be found in the Environmental, Social and Governance sections of the sustainability statements. Our DMA also revealed one non-ESRS material topic, Innovation and Sustainable Product Solutions.[8] More information on how we respond to the IROs associated with Innovation and Sustainable Product Solutions can be found in Part 1 of the 2024 Sustainability Report, beginning on page 9.

IFF'S 2024 DMA RESULTS MAPPED TO ESRS

ESG dimension	Material topic	Material sub-topic
ENVIRONMENTAL	**Climate change**	• Climate change adaptation • Climate change mitigation • Energy
	Pollution[9]	• Substances of Very High Concern
	Water and marine resources	• Water (withdrawal)
	Biodiversity and ecosystems	• Impacts and dependencies on ecosystem services • Impacts on the extent and condition of ecosystems
	Circular economy	• Resource inflows, including resource use • Resource outflows related to products and services
SOCIAL	**Own workforce**	• Equal treatment and opportunities for all • Working conditions • Other worker-related rights
	Workers in the value chain	• Other work-related rights • Working conditions
	Affected communities	• Communities' economic, social and cultural rights • Rights of indigenous people
	Consumers and end-users	• Personal safety of consumers and end-users • Social inclusion of consumers and/or end-users
GOVERNANCE	**Business conduct**	• Management of relationships with suppliers, including payment practices • Animal welfare • Corporate culture

8 In alignment with the ESRS 1: General Requirements § 16 guidance that an undertaking may "consider its own specific circumstances when determining its material matters."

9 Pollution and Substances of Very High Concern have been determined to be material topics for IFF. However, we are currently in the process of evaluating the IROs related to these topics to further inform our policies, actions and targets. We will disclose more on Pollution and Substances of Very High Concern in future reporting.

Climate Change

MATERIALITY AND GOVERNANCE

Our approach to determining our material impacts, risks and opportunities is described in General Disclosures. Climate change mitigation and adaptation present material risks and opportunities to IFF's global operations and long-term value creation. Given IFF's reliance on natural raw materials, energy-intensive manufacturing processes and global supply chains, both physical climate risks and transitional risks have been found to be material.

Governance of climate change, including but not limited to targets and emissions reduction as well as risks and opportunities, are within the purview of the Governance & Corporate Responsibility Committee of the Board of Directors. The Board receives quarterly updates on climate-related progress, including strategy, emissions targets and regulatory requirements.

OUR APPROACH

POLICY

IFF's Environmental Sustainability Policy, which is monitored by IFF's Sustainability Leadership Team and with oversight by the Board's Governance & Corporate Responsibility Committee, governs our approach to GHG emissions management, targets, energy and assurance. The Policy is guided by IFF's alignment with and support of the United Nations Sustainable Development Goals (UN SDGs), the Intergovernmental Panel on Climate Change (IPCC) and the Science Based Targets Initiative (SBTi).

The policy establishes IFF's operational guidelines, as well as those we expect our Suppliers to follow, including as they relate to the following areas for climate action:

- Renewable energy opportunities and best practices
- Supplier engagement
- Increased transparency and accountability
- Data assurance

POLICY INFLUENCE: CLIMATE ALIGNMENT

IFF's lobbying and public affairs priorities and activities align with the Paris Climate Agreement objectives. Please see page 41 for more information on how we engage on climate issues, including our systems and governance framework for the IFF Public Affairs team, which covers all areas where we operate.

IFF supports science-based public policy and private sector action in support of the Paris Agreement goal to limit global warming to well below 2 degrees Celsius and/or net zero by 2050. For example, in November 2024, IFF participated with other private and NGO stakeholders in the United Nations Climate Change Conference (COP29), which focused on accelerating the energy transition, mobilizing finance, agreeing to establish a carbon market and showcasing ambitious climate action plans.

IFF—in collaboration with the University of Cambridge and the World Trade Organization—made a powerful impact during the proceedings by outlining the need to integrate

bioeconomy considerations into global trade policy frameworks. Specifically, during two COP29 side events, we emphasized the importance of:

1. Advocating for coherent and aligned climate and trade policies to unlock the bioeconomy's potential to drive sustainable change and advance the UN's Sustainable Development Goals.
2. Exploring how biobased innovations, such as IFF's DEB™ technology platform (see page 14), can promote sustainable production and consumption, reduce waste, and foster circular economies.

These COP29 discussions on trade-related climate measures laid the groundwork for future trade actions addressing the climate crisis and will help elevate the bioeconomy as a key topic at COP30 in Brazil.

CLIMATE TARGETS AND TRANSITION PLAN

IFF's climate targets are aligned with the Paris Agreement, which aims to limit global temperature increase to 1.5°C above pre-industrial levels. To achieve our climate ambitions in the near-, mid- and long-term, we follow a roadmap built around key operational and strategic levers that guide our emissions reduction approach. Our climate transition plan is reviewed annually and updated based on new climate science, policy shifts and stakeholder feedback.

IFF'S NET ZERO PATHWAY
(2021 baseline)

Near-term target	Mid-term ambition	Long-term commitment
By 2030, reduce absolute direct and indirect GHG emissions by 50% for Scope 1 and 2, and by 30% for Scope 3	By 2040, achieve net zero GHG emissions for Scope 1 and 2, and a 70% reduction for Scope 3	By 2050, be net positive across our entire value chain, covering Scopes 1, 2 and 3 (upstream)
Achieved by: • Reaching 100% renewable electricity • Decarbonizing manufacturing by executing on Energy and Sustainability CAPEX programs for GHG reductions (i.e., increasing efficiency and electrification of processes) • Decarbonizing the supply chain through supplier engagement (e.g., expanding regenerative agriculture and low-emissions supply networks)	Achieved by: • Leveraging new technologies • Shifting IFF's portfolio to low-carbon, low-impact process and product alternatives and carbon-smart formulation designs through innovation and R&D • Utilizing renewable fuel alternatives • Continue decarbonizing manufacturing through the CAPEX program	Achieved by: • Leveraging and implementing cutting-edge technologies and innovation. • Furthering carbon reductions/ high-quality, nature-based and engineered removals across the value chain as a residual emissions offset mechanism • Additional push for sustainable solutions

SCOPE 1 AND 2 EMISSIONS

Our 2024 emissions represent an overall decrease of 14% below our 2021 baseline levels, keeping us within reach of our 2030 goal. From the prior year, our Scope 1 and Scope 2 emissions increased by approximately 9%, primarily due to increases in production levels across our operations in response to market rebounds after the COVID-19 pandemic. In 2024, we continued to execute our dedicated sustainability and energy capital expenditure (CAPEX) program, which funds a variety of projects that contribute to reducing our Scope 1 and 2 GHG emissions while also delivering financial returns for IFF and our shareholders. During the year, the CAPEX program funded more than 140 site-led operational projects in 30 countries focusing on absolute emissions reductions. This resulted in a reduction of more than 18,000 metric tons of CO_2e from Scope 1 and 2 emissions.

Many of the CAPEX opportunities to reduce emissions through enhanced energy performance are identified, analyzed and executed because of internal energy audits conducted at our major manufacturing facilities by our in-house energy team experts. These assessments are part of IFF's Energy Management Program (EMP), which is intended to achieve greater energy efficiency and reduce business expenses associated with energy usage.

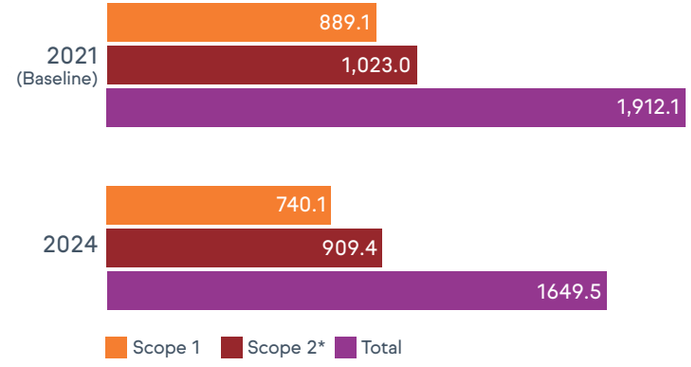
Climate Change (continued)

From facility energy audits, a list of potential projects is identified. Our in-house energy experts review the feasibility of each project in relation to energy and carbon savings, as well as the expected financial benefits for each facility. Projects are then selected for implementation and supported by our energy and sustainability CAPEX fund. Once projects are approved and funded, the expected energy and associated carbon reductions are tracked as part of expected target achievement in both reduced energy consumption and expenses as well as carbon reduction achievement against our approved 2030 GHG goal, approved by the Science Based Targets initiative (SBTi).

A critical component of the EMP is annual training programs delivered to plant managers and site personnel to raise awareness of the importance of energy consumption reduction. In 2024, this included a training during IFF's Global Learning Week (learn more on page 62) to specifically review the EMP, renewable electricity programs and the importance to IFF's Net Zero Ambition by 2040. Other examples of energy training programs offered in 2024 were energy efficiency and optimization, as well as compressed air and steam. The EMP program is also the basis for IFF's linked compensation incentive to sustainability performance, specifically related to emissions reduction and renewable electricity metrics through the Energy and Sustainability CAPEX program. In 2024, we achieved our ESG metric for GHG reduction linked to variable compensation. Learn more on page 40.

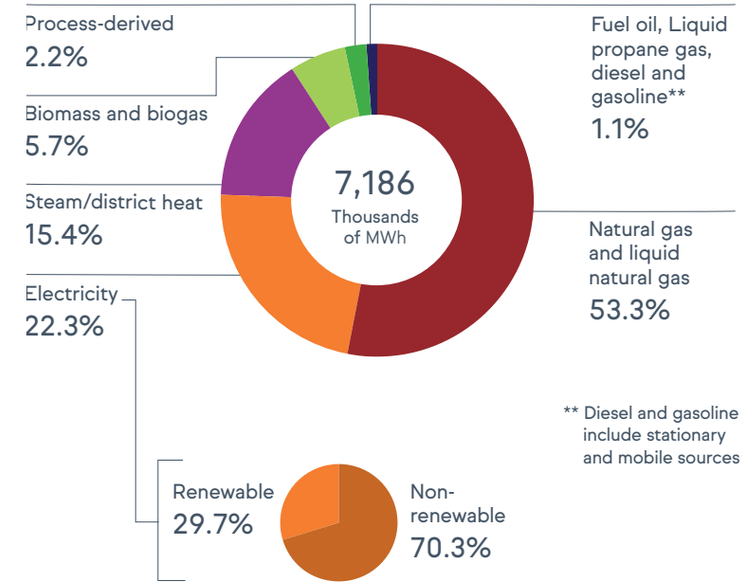
Absolute GHG Emissions Performance

Thousand metric tons of CO_2e



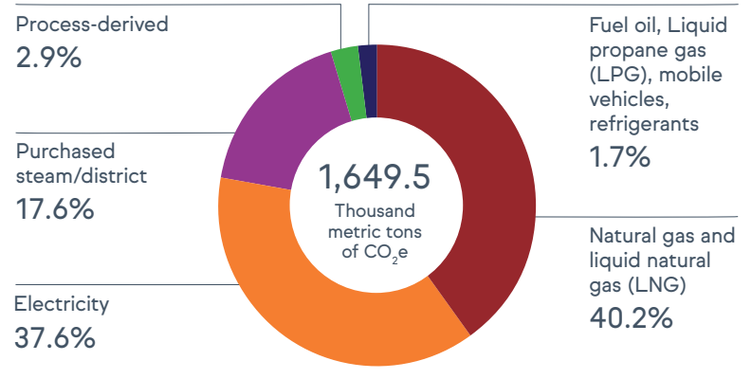
2024 Total Energy Consumption

Thousands of MWh (direct: 4,279.3 and indirect: 2,906.7)



** Diesel and gasoline include stationary and mobile sources

2024 Total Scope 1 & Scope 2* Emissions by Source



* Market-based Scope 2 emissions (those generated though purchased electricity and steam)

Climate Change (continued)

RENEWABLE ELECTRICITY

We pursue renewable energy as a critical step toward achieving our long-term sustainability targets, which include procuring 100% of our electricity from renewable sources by 2030. We also work to advance this objective more broadly as a member of RE100, a consortium of businesses committed to 100% renewable electricity. In 2024, 453,087 MWhs of renewable electricity was procured or produced for IFF operations, covering approximately 29.7% of our total electricity use.

Our renewable electricity strategy includes on-site and off-site PPAs, vPPAs and green supply contracts. In markets where these renewable electricity options are not available, we seek to use renewable energy credits as an interim step until renewable energy reaches critical volumes globally. In 2024, we expanded our mapping of renewable energy sources and opportunities to expand IFF's usage by region. We executed a new vPPA in North America after completing our first-ever vPPA in Europe in 2022. Once operational, these agreements are expected to cover approximately 40 to 50% of our electricity requirements in these regions.

We are pursuing additional vPPAs in both regions to support our RE100 and carbon reduction goals. In 2024, there were no renewable electricity targets tied to vPPAs as these were in development from 2023. IFF will continue to evaluate renewable electricity options in support of our 2030 RE100 targets.

SCOPE 3 EMISSIONS

In 2024, our Scope 3 GHG emissions were 5,696,916 metric tons of CO_2e, of which more than 70% were attributed to purchased goods and services. The Scope 3 calculation methodology is the same as in previous years, through a spend based model.

We have also made great progress on a volumetric intensity-based model in preparation for replacing our category spend-based approach as we believe that will more accurately and consistently depict volumes of CO_2e per kilogram of goods that we purchase. It will also better normalize raw material price increases while enabling us to analyze and manage Scope 3 emissions with greater precision. We will continue to evolve this modeling in alignment with external validation, for use in future reporting.

ASSESSING OUR CLIMATE RISK

We have completed a climate-related scenario analysis for both physical and transitional risk in alignment with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations approach.

PHYSICAL CLIMATE RISKS AND OPPORTUNITIES

The physical risk assessment focused on an evaluation of the most business-critical manufacturing facilities, which included the exposure and sensitivity following two representative concentration pathways (RCPs):

- Lower emissions scenario is RCP4.5 with global warming of 2.4°C by 2100 (range 1.7-3.2°C)
- Higher emissions scenario is RCP8.5 with global warming of 4.3°C by 2100 (range 3.2-5.4°C)

Following the analysis, we evaluated the adaptive capacity of select facilities to assess the ability of each facility to change, adapt, and continue to function in a changing climate. The key findings and recommendations were extrapolated to the entire operational portfolio as the company works to enhance its resilience to the physical impacts from climate change.

Key findings:

- In both scenarios, extreme temperatures were the most impactful according to the Modeled Average Annual Loss (MAAL). This is more than double the next impacts.
- Fluvial and coastal flooding represent the next two most impactful physical risks.
- Lastly, and to a lesser degree, are risks related to wildfire, water stress and drought.
- Tropical cyclones produced no additional impact in future modeling above and beyond current impact.

Several opportunities were also identified to minimize exposure and impacts from physical climate risk. These opportunities include increasing efficiency technologies to minimize energy consumption, increasing the use of renewable electricity, and increasing renewable fuels (such as hydrogen) to increase resiliency.

ASSESSING PHYSICAL CLIMATE RISKS

Acute	Chronic
• Wildfire • Extreme storms • Extreme heat / cold • Storm surge flooding • Inland flooding • Drought	• Changes in temperature patterns • Changes in precipitation patterns • Changes in energy demand • Rising sea levels

TRANSITIONAL CLIMATE RISKS AND OPPORTUNITIES

The transitional risk assessment was a qualitative scenario analysis focusing on two forward-looking scenarios:

- Stated Policies Scenario (STEPS)
- Net Zero Emissions by 2050 (NZE) scenario.

ASSESSING TRANSITION CLIMATE RISKS	
Potential Impact Channels	**Potential Financial Impacts**
• Business strategy • Customer base • Products and services • Capital investment strategy • Enterprise risk management (ERM) risks and mitigation actions	• Increase operating expenditures • Increased capital expenditures • Revenues (losses or gains) • Asset depreciation • Financing costs

In addition, a Delayed Transition Scenario (DTS) was also considered. From these scenarios, we have identified climate-related transition risks and opportunities and the qualitative and directional impact through the 2030 and 2040 decades.

Key findings:

- Transition risks are projected to become more severe from 2030 to 2040.
- Costs to comply with climate-related mandates and regulations pose moderate to high risks for IFF across all scenarios and timeframes.
- Lack of policies and actions may result in heightened impacts from climate change, leading to the potential for greater reputational risks if IFF is viewed as a contributor to climate change.

The NZE scenario presents substantial risks and opportunities by 2040. This scenario has robust policy, regulatory and market-driven changes that will that will require IFF to comply with more stringent policies and customer / consumer preferences, while also offering an opportunity for cost savings due to cheaper and more readily available lower carbon energy sources.

Similar to opportunities related to the physical climate analysis, transitional opportunities include utilizing resource efficiency technologies to minimize energy consumption and increase resilience by the use of renewable electricity as well as renewable fuels. We will also meet the evolving needs of our customers by leveraging new markets, technology and research & development programs that expand our sustainable innovation, products, services and solutions.

For more information about key climate action metrics, please see performance data on page 86.

Water and Marine Resources

MATERIALITY AND GOVERNANCE

Our approach to determining our material impacts, risks and opportunities is described in General Disclosures. Water and marine resources, specifically water withdrawals, are a material topic for IFF. Water is critical to IFF operations as our operations can be water intensive. We are committed to taking actions to manage water risks that include direct operations, supply chain and minimizing impact to local watersheds. IFF had no material incidents of noncompliance concerning water quality permits, standards or regulations in 2024.

Governance of water and marine resources, including annual water risk assessments and water withdrawal, are within the purview of the Governance & Corporate Responsibility Committee of Board of Directors. The Board receives quarterly updates on progress including strategy, targets and regulatory requirements.

OUR APPROACH

POLICY

IFF's Environmental Sustainability Policy, which is monitored by IFF's Sustainability Leadership Team and with oversight by the Board's Governance & Corporate Responsibility Committee, governs our approach to water management. The Policy establishes IFF's operational guidelines, as well as those we expect our Suppliers to follow, including as they relate to the following areas for water stewardship:

- **Maintain optimum efficiency while conducting an annual risk assessment to identify areas of water risk.**
- **Engage directly with operations to increase water conservation efforts and work with the local partners and the community as needed to maintain the local water balance.**
- **Encourage and support our suppliers to perform water risk assessments (acting on risks where applicable) and to have a water stewardship program in place that includes water reduction and reuse projects.**

WATER RISK AND WITHDRAWAL

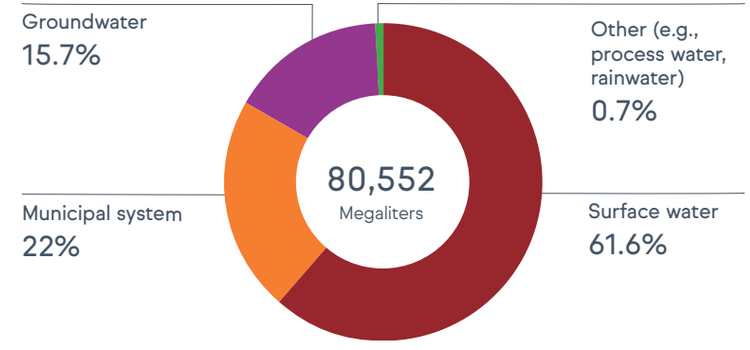
We use Aqueduct 4.0, the World Resources Institute's Water Risk Atlas tool, to identify risks in our own manufacturing facilities and operations. The Atlas uses a robust, peer-reviewed methodology and the best available data to create high-resolution, customizable global maps of water risk, including both impact and dependency factors:

- **Impact:** The Aqueduct Water Risk Atlas assesses the potential consequences of water-related risks, such as water scarcity, floods and droughts, on various sectors and locations. This includes evaluating the potential economic, social and environmental impacts of water stress.
- **Dependency:** The Atlas also considers how businesses and other actors are dependent on water resources for their operations, such as agriculture, manufacturing, and power generation. This helps identify locations where water scarcity could disrupt business activities and the economy.

The Aqueduct 4.0 also provides future projections of water risks based on climate projections, helping to understand potential changes in water availability and demand. The results from our fourth annual water risk assessment (based on 2024 data) indicated that 9% of our total water withdrawal from the sites assessed came from regions with high or extremely high baseline water stress. Aqueduct 4.0 includes updated data sets, featuring updated methodologies and source data leading to a more in-depth review of water risk at our facilities.

Following our past water risk assessments, we identified the need to better understand our water usage at the facility level and related impacts on our operations and local communities. "Project Blue" was launched in 2024 to help facilities find new opportunities for water reduction (learn more on page 35). Project Blue will continue development in 2025 with a focus on high-priority locations and the ultimate outcome of setting site-specific water withdrawal and usage targets that consider the needs of all stakeholders. In 2024, our water withdrawal totaled 80,552 megaliters with a production intensity of 0.0514 megaliters per metric ton of product. IFF saw a reduction from the prior year in overall water withdrawal from executed projects and water stewardship efforts.

2024 Water Withdrawal by Source



Biodiversity and Ecosystems

MATERIALITY AND GOVERNANCE

Our approach to determining our material impacts, risks and opportunities is described in General Disclosures. Biodiversity and nature are high on the global agenda. With increasing regulatory and stakeholder pressure, IFF may be exposed to biodiversity-related risks. These risks are complex and contextual, as seen in the guidelines of global policies and disclosure frameworks that expect specific capabilities, e.g., U.N. Global Biodiversity Framework, CSRD, Nature Restoration Law, European Union Deforestation Regulation (EUDR), Taskforce on Nature-related Financial Disclosures (TNFD), Science Based Targets Network (SBTN). In addition, customers, investors and other stakeholders have increasing demands on biodiversity amidst an evolving regulatory landscape. With these factors in mind, biodiversity and ecosystems have been determined to be a material topic for IFF. In particular, impacts on the extent and condition of ecosystems as well as the impacts and dependencies on ecosystem services.

In 2024, IFF began preparing to comply with the EUDR, which will go into effect on December 30, 2025. The EUDR bans the import into and export from the EU and European Economic Area (EEA) of certain commodities, including derived products that are associated with deforestation. IFF consistently strives to meet all applicable regulatory standards, including those of the EUDR. While the implementation of the EUDR is evolving, IFF has taken measures to manage these requirements, including working with third-party regulatory firms to assure timely compliance and implementing satellite monitoring in supply chains within the scope of the EUDR. We and our partners are closely monitoring the regulatory landscape as it evolves.

Governance of biodiversity and ecosystems including risk assessments, mitigation, targets and performance are within the purview of the Governance & Corporate Responsibility Committee of the Board of Directors. The Board receives quarterly updates on progress including strategy, targets and regulatory requirements. We also have a cross-functional IFF Biodiversity Committee, which meets quarterly to supervise IFF's biodiversity roadmap and strategy as well as facilitate decision-making processes.

OUR APPROACH

POLICIES

Given the complexity of biodiversity and ecosystems management, this topic is covered in several IFF policies:

- Global Environmental Sustainability Policy
- Responsible Sourcing Policy
- Sustainable Palm Oil Policy
- Sustainable Soy Policy

These policies are structured around our commitment to promoting regenerative ecosystems while working to achieve zero deforestation for strategic raw material supply chains. IFF actively promotes the enhancement of biodiversity conditions through targeted ecosystem management programs. We work with suppliers and local communities to implement sustainable management practices that maintain or improve biodiversity status.

STAKEHOLDER ENGAGEMENT

The social dimensions of biodiversity impacts are addressed through our comprehensive stakeholder engagement framework. We actively engage with local communities, indigenous peoples and other stakeholders affected by our operations and sourcing practices. IFF has developed a comprehensive approach to managing impacts on priority ecosystem services and affected communities. Our strategy involves regular stakeholder engagement and consultation with local communities to understand their needs and concerns regarding shared biological resources. For more information, please see pages 42.

ACTIONS RELATED TO BIODIVERSITY AND ECOSYSTEMS

We have taken several important steps to advance our plan to assess and report environmental risks and impacts on biodiversity. As an initial step, in late 2023 we completed a TNFD LEAP-aligned qualitative biodiversity risk assessment within our own operations boundary to assess nature-related risks and opportunities. This analysis helped us identify potential operational impacts and risks to sensitive locations (e.g., key biodiversity areas, protected areas, range rarity, high integrity locations, areas of rapid decline, ecosystem services delivery & importance, and water physical risk) as well as environmental pressures (e.g., waste, water use, water pollution and soil pollution). We built on the insights from this initial assessment to conduct a broader biodiversity baseline assessment initiated in 2024, which also encompassed IFF's upstream supply chain. This work aligns with the implementation of Steps 1 and 2 of the SBTN framework. The objective of this component was to inform our future nature and biodiversity strategy and roadmap, both in our operations and our critical commodity supply chains.

SBTN-ALIGNED NATURE BASELINE ASSESSMENT

To narrow the scope of helping companies set science-based targets for nature, SBTN provides a 5-step framework, beginning broadly. The scope of economic activities becomes narrower as companies move through the subsequent steps of the methodology, getting more focused on activities and locations that matter the most for nature, society and their target-setting strategies.

In 2024, we advanced on SBTN Step 1: Assess and Step 2: Prioritize to help understand our upstream environmental impacts, opening up opportunities for future target-setting.

Specifically, in partnership with an independent, third-party expert, we conducted a baseline assessment of IFF's operations and upstream supply chain to move towards a comprehensive strategy and action plan.

SBTN STEPS	KEY ACTIONS	IFF ROADMAP
0. Pre-work	Data processing	Complete
1. Assess	• Materiality screening (1A) • Value chain assessment (1B)	Complete
2. Prioritize	• Determine target boundaries • Interpret and rank • Prioritize • Feasibility analysis	In progress (2024-2025)
3. Set targets	• Model selection through stakeholder consultation • Measure baseline values • Determine maximum allowable pressure • Set targets	Evaluation of SBTN steps 3-5 for applicability to IFF's value chain (2025-2026)
4. Act	• Avoid, Reduce • Restore & Regenerate • Transform	
5. Track	• Monitor • Report • Verify	

Pre-work: Data processing

As a first step (and prior to beginning SBTN Step 1), we completed a data processing phase, which entailed collecting company data, identifying potential data gaps and validating the dataset. We knew that to ensure an accurate Step 1 assessment, data availability and quality would be critical. We leveraged insights and results from existing work, such as the IFF DMA, the previously conducted operational biodiversity Assessment from 2023, and traceability data. In addition, for our upstream supply chain, we leveraged critical commodity sourcing information, such as sourced volume, production locations and any related certifications. This data processing workflow included:

- Data collection
- Data documentation, categorization and assessment of gaps
- Traceability modeling
- Data validation

SBTN Steps 1A and 1B

Using the SBTN Materiality Screening Tool and other tools, including the results of our ESRS-aligned DMA, for Step 1A we assessed the expected materiality of each economic activity and priority commodity against each pressure category. The objective of Step 1A was to identify which commodities and material pressures would be assessed in Step 1B (value chain assessment) to set up the work for the rest of the project.

For step 1B, we estimated IFF's environmental impact (e.g., water use, land use footprint) across operations and the upstream value chain using LCA to quantify material pressures. LCA data was derived from leading life cycle inventory databases, with any data gaps filled using modelled data or existing IFF LCA data. Next, we completed a State of Nature study by using nature-based spatial datasets to contextualize the pressure results across IFF's value chain across a range of nature indicators (i.e., identifying where the material pressures overlap with geographies in which nature is at risk). This allowed us to relate the magnitude of the pressure with the risks to nature (e.g., water pollution risk, threatened species). across IFF's value chain.

SBTN Step 2

Our work on SBTN Step 2 is now underway, through which we are defining target boundaries for each material pressure from Step 1. Once our target boundaries are defined, we will next interpret the baseline impact by combining the pressure and state of nature data. We expect the Step 2 prioritization phase to continue evolving through 2025. The outcome of Step 2 is intended to be a clear, credible and actionable set of priorities for IFF across material pressures and strategic commodities.

SBTN Steps 3-5: Evaluation

From 2025 through 2026, we will be evaluating the priorities that come out of Step 2 to determine the next phase of work. As we do so, IFF remains committed to our existing nature-based targets, including promoting regenerative ecosystems and achieving zero deforestation for our strategic raw material supply chains.

STRATEGIC RAW MATERIALS

IFF's biodiversity risks, impacts and opportunities are closely tied to our business model as it relates to the sourcing of strategic raw materials. We are working to achieve traceability for the responsible sourcing of all IFF's strategic natural raw materials by 2030. At the start of 2024, we determined the lists of strategic raw materials significant to each business unit to prioritize throughout the year. Across the business units, we selected more than 50 raw material categories that cover more than 45% of our natural materials spend. Through collection of traceability data at the country of harvest level, we achieved more than 90% traceability and 67% responsibly sourced raw materials based on the results of our Responsible Sourcing Risk Assessment Tool (see more on page 70), suppliers' third-party assessments and audits. We plan to expand our portfolio of natural raw materials in scope for responsible sourcing in 2025.

Three of our most important strategic materials are palm, soy and seaweed.

PALM

The unsustainable production of palm oil can be linked to deforestation, conversion of other natural ecosystems, biodiversity destruction and human rights abuses. In line with our Sustainable Palm Oil Policy, we are committed to sourcing palm oil in a sustainable manner, from deforestation- and conversion-free palm oil supply chains. That implies, for example, contributing to the protection and conservation of forests, peatlands, and biodiversity; respecting human rights; contributing to better livelihoods; and ensuring transparency about palm oil origin. Sustainability is central to the way we source and work with suppliers, and we are committed to driving improvement through our palm oil supply chain and contributing to the transformation of the wider palm oil sector. Our intention is to source all palm oil sustainably.

IFF does not source from mills and plantations directly and is not involved in the primary production of palm oil. Our purchases of palm-based raw materials include processed palm oil, sourcing materials that contain refined palm oil, derivatives, and fractions. Our first-tier suppliers include refineries, oleochemical companies supplying refined palm oil and derivatives, and distributors of products that contain some volumes of palm-based derivatives.

IFF operates primarily in the business-to-business (B2B) market, which means that we are a midstream company in the palm oil supply chain. With our global presence, both in terms of manufacturing and the markets we serve, we believe that partnerships throughout our supply chain play an important role in supporting the availability of sustainable products. We aim to maintain a high level of Traceability to Mill (TTM), increase Traceability to Plantation (TTP), and monitor and verify our suppliers to achieve responsible sourcing of

Biodiversity and Ecosystems (continued)

palm oil. We are dedicated to tackling deforestation and preserving ecosystems and biodiversity through our responsible sourcing practices.

As a member of the Roundtable on Sustainable Palm Oil (RSPO)—a global, multi-stakeholder initiative to develop and implement global standards for sustainable palm oil—we seek to ensure that our palm oil supply chain does not contribute to deforestation, peat clearance or human rights abuses. Access IFF's ACOP report submissions here. We are also a member of RSPO's North American Sustainable Palm Oil Network (NASPON), an independent group of associations, civil society organizations and others committed to increasing the use of certified sustainable palm oil in North America.

In 2024, IFF became a member of Action for Sustainable Derivatives (ASD), an industry-led platform that brings together companies in the cosmetics, home and personal care, and oleochemicals industries to collectively tackle supply chain issues around palm oil and palm kernel oil derivatives. ASD facilitates the sharing of relevant information, data, constraints and solutions to achieve a wholescale sustainability transformation of the complex palm derivatives sector.

In alignment with our goal to source 100% physical[10] certified RSPO palm oil, palm kernel oil or their derivatives by 2025 globally, we strive to continuously increase RSPO Supply Chain certification for our manufacturing facilities, enabling us to supply RSPO-certified ingredients to our customers. As of 2024:

- 60.6% of our total palm volume is RSPO certified
- 33.1% of our total palm volume is RSPO Segregated (SG) certified[11]
- 27.4% of our total palm volume is RSPO Mass Balance (MB) certified[12]
- 29 of our plants currently meet the standards of RSPO Supply Chain Certification

SOY

The production of soy continues to expand rapidly in tropical regions due to rising global market demand. This growth has also been associated with increased environmental and social risks, including threats to biodiversity-rich biomes. Although IFF does not produce soybeans, our purchasing includes soy-based raw materials. Our first-tier suppliers are manufacturers, traders, refiners, cooperatives and producers that use soybeans grown predominantly in the United States.

We believe soy should be produced in a sustainable manner by conserving native vegetation and biodiversity while also respecting human rights. We are also committed to transparency in the sourcing of soybeans. As a member of the Round Table on Responsible Soy (RTRS)—a multi-stakeholder initiative that aims to facilitate a global dialogue on soy production that is economically viable, socially equitable, and environmentally sound—we seek to support sector-wide transformational change while working to improve our own supply chain.

Our Sustainable Soy Policy outlines our commitment to procure soy white flakes and soybeans from deforestation- and conversion-free sources by 2025, with an initial focus on North America and Brazil. Internally, our cross-functional Soy Responsible Sourcing Working Group monitors the Company's progress in this area.

All non-GMO soybeans sourced for our Esteio, Brazil site are certified by ProTerra, which affirms that products have been produced in a sustainable and traceable manner. In 2024, we bought RTRS credits to support certified producers of GMO soybeans in Brazil.

Traceability also plays a crucial role in the soy supply chain in Brazil, particularly given the environmental and social sensitivities associated with soy production. As soy can be sourced from Brazil's biodiverse-rich Cerrado or Amazon biomes, ensuring transparent monitoring of land use becomes imperative to ensure the procurement of Deforestation and Conversion-Free (DCF) commodities. In 2024, we partnered with an independent, third-party advisor to conduct a supply chain mapping and risk assessment for IFF's soy-based volumes in the U.S. and Brazil. They calculated our DCF baseline index for soy, examining previous years' volumes and determined that 70% of our global soy supply chain consisted of DCF volumes. Looking ahead, we will build on these initial assessments to continue understanding our soy supply chain for the mitigation of deforestation risks.

10 RSPO physical models include RSPO Identity Preserved (IP), RSPO Segregated (SG) and RSPO Mass Balance (MB).

11 SG characteristics: 1) No mixing (certified palm oil is kept separate from non-certified palm oil); 2) Higher assurance (final product contains only certified sustainable palm oil); 3) Traceability (clear and traceable supply chain from certified sources to the final product).

12 MB characteristics: 1) Mixing allowed (certified and non-certified palm oil can be mixed); 2) Volume tracking (tracks the volume of certified palm oil entering and leaving the supply chain); 3) Flexibility (easier transition to sustainable palm oil).

Biodiversity and Ecosystems (continued)

SEAWEED

When utilized for food, fuel, medicine and other nature-based purposes, seaweed has the potential to address some of the world's biggest sustainable development challenges. IFF is one of the largest global buyers and harvesters of red and brown seaweed for hydrocolloids (such as alginates and carrageenan), which are essential ingredients in many foods, pharmaceuticals, fertilizers and cosmetics. To produce best-in-class alginate and carrageenan products for our customers, we source and process both wet and dry seaweed from thousands of seaweed farmers in the Indo-Pacific and from harvesters in Chile, Peru, Mexico, Canada, Morocco and Australia. We also source wild harvested and collected seaweed from Australia, Norway and Iceland.

Our Seaweed Responsible Sourcing Program (SRSP) seeks to support the members of our seaweed value chain and continuously improve the social and environmental performance of our seaweed cultivation and harvesting processes. The SRSP is based on a comprehensive set of Environmental & Social Good Practices for Seaweed Harvesting ("the Good Practices"), which have been developed and approved by an independent advisory group of subject matter experts, with support from our ocean conservation collaborator on the SRSP, the Anderson Cabot Center for Ocean Life at the New England Aquarium.

IFF pioneered the SRSP and the development of the Good Practices in response to several key challenges. First, there are a wide variety of seaweed species and harvesting strategies across the industry, requiring a tailored and flexible approach to address environmental and social factors throughout the supply chain. Second, seaweed harvesting has not been well-studied and regulations may be incomplete. If not carefully addressed, environmental and social issues may occur, for example, overharvesting wild seaweeds, negatively impacting sensitive habitats (such as coral reefs) when farming due to shading, or human health and safety risks related to farming, diving or working on a boat.

The SRSP and the Good Practices help to fill a need for a pragmatic and tailored approach for the industry. The Practices are "Good" because they define a high level of performance today, while recognizing the need to continually improve as our understanding of best practices evolves. For these reasons IFF supported a revision of the Good Practices in 2025, building on the original version that was approved in 2016. The revised practices reflect advances in the management of seaweed collection (beach cast), provide greater flexibility on actions harvesters can take to improve environmental and social performance, and for the first time, include optional best practice criteria, such as climate change resilience and human rights due diligence.

Two harvest areas in our supply chain, Norway and Iceland, have demonstrated high adoption of the Good Practices and have reached the Advanced level for the SRSP, the highest level of the program, with over 75% of the Good Practices adopted. Both harvest areas also continue to show significant improvements in data gathering through the ongoing use of the tools developed as part of the SRSP, such as tracking the minimal bycatch that occurs during seaweed harvesting.

Resource Use and Circular Economy

MATERIALITY AND GOVERNANCE

Our approach to determining our material impacts, risks and opportunities is described in General Disclosures. For Circular economy, our materiality assessment focused on resource inflows, including resource use such as strategic raw materials, as well as resource outflows related to innovative products and services. Circular economy principles are fundamental to IFF's approach to innovation, as exemplified by our Innovation for Sustainability (I4S) assessment program and our Life Cycle Assessments (LCA) capabilities.

Governance of circular economy principles, as supported by IFF's sustainable innovation and Life Cycle Assessment programs, is within the purview of the Governance & Corporate Responsibility Committee of the Board of Directors. The Board receives quarterly updates on progress, including strategy, targets and regulatory requirements.

OUR APPROACH

POLICY

The principles of circular economy as they relate to creating new products that are more sustainable are covered generally by our Environmental Sustainability Policy, which recognizes the need to reduce our environmental footprint not only within our operational control but also throughout our value chain. As noted in the Policy, IFF's Global Sustainability team supports our manufacturing facilities in their transition to low carbon manufacturing as well as reducing our waste and water use volumes. There are also specific scientific methodologies covering the I4S program (learn more here), as well as widely accepted standards for conducting Life Cycle Assessments, such as ISO 14040.

VALUE CHAIN SCREENING

Key circular economy principles exist throughout our value chain and are embedded in the four pillars of our Science of Possible sustainability communications framework (see page 11): Conscious Sourcing, Intentional Innovation, Partnerships of Impact and Operating for the Future. The following sub-sections here will address how sustainability is incorporated into each of the Pillars as it relates to resource inflows and outflows of responsible product design.

Conscious sourcing

Our circular economy and sustainable solutions story begins with our commitment to responsible sourcing. Through our risk-based and value-driven Responsible Sourcing program, we seek to ensure ethical practices throughout our supply chain while reducing impact to the environment and supporting workers and grower communities. In fact, environmentally, ethically and socially responsible sourcing anchors our commitment to creating sustainable solutions for IFF customers. Starting at the source, we continuously work to strengthen the transparency, traceability and diversity of our supply chain while also reducing its impact on the planet. In addition, we seek opportunities to advance the livelihoods of workers, grower communities and other individuals throughout our supply chain.

We strive to source materials that have been certified by credible, internationally recognized, third-party environmental and social responsibility certification programs. We also partner with our suppliers to achieve ingredient certifications for strategic supply chains, that support the conservation of biodiversity, ecosystems, natural resources and improvement in the livelihoods of farmers and workers involved in our supply chain. As of 2023- 2024, we offer:

- 75 natural ingredients certified For Life by ECOCERT
- 3 natural ingredients certified Fair For Life by ECOCERT
- 3 natural ingredients certified FairWild
- 96 natural ingredients certified Organic by ECOCERT
- 116 essential oils, absolutes and other natural extracts approved COSMOS by ECOCERT
- 11 natural ingredients certified Rainforest Alliance

For more information on our approach to responsibly sourcing strategic raw materials, please see page 54.

Intentional innovation

Next, following our commitment to conscious and responsible sourcing, we take those vital inputs and use them to spark new ideas at the intersection of science and creativity. Through our world-class R&D program, we are always rethinking and evolving our approach to cutting-edge innovation by developing new solutions that are solving real-world challenges, from improving home and personal care and empowering health and well-being to transforming food systems and accelerating climate action. With our broad capabilities, exceptional scientific expertise and robust portfolio, we are able to meet our customers' changing needs and goals through our commitment to sustainable innovation. Leveraging our unique strengths, we are embedding sustainability into our product development processes in ways that deliver desired performance characteristics, drive business results and are mindful of environmental and social factors.

Resource Use and Circular Economy (continued)

Our 2030 goal is for all new IFF innovations to have a sustainability value proposition that is supportive of people and planet. In an effort to quantify, track and measure against this goal, we developed our Innovation for Sustainability (I4S) assessment tool that evaluates the sustainability performance of our innovation projects, including resource inflows and outflows related to products and services.

For more information on I4S, please see page 22, which includes a figure on how we identify relevant sustainability criteria along a product life cycle.

Life cycle assessment

LCA is a quantitative assessment of environmental impacts across all stages of the product life cycle—from raw material acquisition to manufacturing (cradle-to-gate), and ideally distribution, product use and disposal (cradle-to-grave) or re-use/re-purposing (cradle-to-cradle). LCAs play a pivotal role in steering innovation and delivering more sustainable product solutions, as they can provide a deeper understanding of the potential trade-offs and potential risks throughout the life cycle of the product. The process also enables our businesses to leverage circular design thinking and make more informed decisions from the R&D, commercial and operations perspectives.

At IFF, we have an in-house team of experts leveraging LCA as a tool for knowledge-building, decision-making and improvement-tracking. Quantified results are calculated across multiple metrics, including global warming potential, energy use, land use and water consumption.

Our LCA capability serves three key purposes:

- Internal support: Supporting science-based, data-driven decision-making on new product development and process improvements
- Customer collaboration: Sharing insights with customers and partners about our products' environmental impacts, their benefits in use and their future reduction opportunities
- Sustainable portfolio transformation: Screening ingredients and processes to target lower-impact options in collaboration with both internal and external stakeholders

In 2024, LCA expanded our understanding of our environmental footprint, revealed new insights about the impacts to our customer value chain and supported sustainable innovation. We continued to advance and verify our internal avoided emissions calculation methodology that allows us to quantify positive benefits through the functionality of IFF's sustainable solutions for our customers and final consumers. Our portfolio is designed to catalyze upstream and downstream change across our entire value chain, including enabling reductions in Scope 1, 2 and 3 impacts for our customers.

Our products also often provide environmental benefits through their performance in the use phase. For more detailed information on how we use LCA to calculate the yearly avoided GHG emissions of our products, please see page 29), which includes a link to our methodology on the setting of benchmarks and any deviations from the recent guidance from the World Business Council for Sustainable Development Guidance on Avoided Emissions, 2019.

Looking ahead, we plan to use the insights gained from our LCA data to launch more sustainable innovation projects and drive further emissions reductions. We are also working toward providing Partnership for Carbon Transparency (PACT) compliant data as well as collaborating with our customers and suppliers to show future emissions reduction pathways.

Operating for the future

A key component of our ability to reduce risks while driving circular economy principles and operational efficiencies is the implementation of our energy and sustainability CAPEX program. This program is designed to reduce energy and emissions, increase the use of renewable electricity and fuels, optimize water usage to achieve best-in-class water efficiency and achieve zero-waste-to-landfill for all of our major manufacturing facilities.

For more information on our approach to operating for the future, please see page 31 in Part 1 of this report. For more on our approach to climate and energy management, please see page 46 in Part 2 of this report.

Own Workforce

MATERIALITY AND GOVERNANCE

Our approach to determining material impacts, risks and opportunities is described in General Disclosures. Our assessment for Own Workforce showed two material sub-topics: Equal treatment and opportunities for all and working conditions.

The core of our business success stems from the creativity, passion, expertise and talent embodied by our people. As of the end of 2024, we had approximately 22,430 employees worldwide. Tailored workforce strategies and talent initiatives drive professional growth and engagement, aligned with our business objectives.

Our Human Resources (HR) operating model, overseen by our Chief People & Culture Officer, and deployed by an agile global team, focuses on defining talent requirements in partnership with the business, designing talent programs that execute on business strategy, and delivering the right people services and talent solutions to all our global sites. IFF's HR Centers of Expertise are also critical drivers of our business. They are comprised of the following key areas: Workforce Planning, Talent Analytics, Talent Acquisition, Talent Management, Development and Learning Solutions.

OUR APPROACH

POLICIES

We are working to build a brighter future where everyone—from our employees to those working across our supply chain—is safe, healthy and treated with dignity. The following policies relate to how we manage our own workforce.

- **Global Equity Policy:** outlines our commitment to providing equal employment opportunities to our employees.
- **Global Human Rights Policy:** covers actions to respect the fundamental human rights of all people.
- **Code of Conduct:** details our expectations for creating and maintaining a diverse workplace and being an inclusive colleague.
- **Global Reasonable Accommodations Policy (internal):** outlines IFF's commitment to providing equal opportunity and reasonable accommodations to employees with disabilities, with the intent to create a more inclusive and equitable environment.
- **Global Environment, Health and Safety Policy**

Our internal Global Parental Leave Policy provides 100% fully paid leave for employees regardless of gender. We are proud to offer this benefit applicable to childbirth, adoptions and surrogacy to all employees. As a global benefit, this policy goes beyond what is legally required in most countries where we operate. Specifically, this Policy grants 16 weeks of 100% paid leave for all new IFF parents, both men and women, regardless of gender identity and/or expression. The Policy applies to birth parents, adoptive parents, same-sex parents and parents who use a surrogate. The coverage starts immediately once the employee is benefit-eligible, based on local law. In 2024, 4,940 employees in the U.S. were entitled to parental leave (1,694 women and 3,246 men). Of those, 234 employees (77 women and 157 men) utilized the parental leave benefit.

Own Workforce (continued)

CULTURE AND VALUES

IFF's success is built on the foundation of our shared values and culture. We celebrate colleagues for living our values and bringing our purpose and vision to life. In 2024, we introduced four new core values: we are **Partners, Passionate, Persistent and Principled**. These values are the foundation of our collective character and guide our actions and decisions every day.

One way we stay engaged with employees is through our Culture Ambassadors, who serve as volunteer liaisons between their site and the corporate culture team. They work with local HR teams to facilitate events and gather feedback on how to improve IFF culture, creating a direct channel for employees to articulate thoughts, ideas and concerns. Culture Ambassadors are equipped with training and resources to empower them to champion unique initiatives while ensuring that any corporate initiatives align with local preferences. With their leadership, we are localizing our culture by making it tangible and impactful. Across four regions—spanning more than 60 countries—our more than 150 IFF Culture Ambassadors build meaningful connections every day among local colleagues while bringing our values and culture principles to life. Their tireless efforts to promote culture initiatives made a significant impact in 2024 to continue driving positive change at our sites and to strengthen strong employee bonding opportunities.

EMPLOYEE SENTIMENT

In November 2024, we launched our annual Engagement Survey to understand what matters most to our employees. Participation was voluntary, but with the survey being made available in multiple languages, we were pleased to achieve an impressive 84% response rate with strong representation across major groups. We also achieved a 73% employee engagement index (an increase from 65% in 2023), which measures the extent to which employees are motivated to contribute to organizational success and willing to apply discretionary effort.

Employee responses to the survey were confidential and all reports provided by our third-party survey administrator to IFF were aggregated and anonymized. The survey covered a variety of topics and dimensions to comprehensively understand the key drivers of our employees' experience, such as rating job satisfaction with IFF as a place to work.

From the results of the 2024 survey, several key themes emerged. For the second consecutive year, our highest scores were in safety, ethics and diversity. We also saw improvements from the prior year in manager effectiveness and "equip factors," that is, better accessibility to relevant training programs that ensure employees can do their best work. The areas of greatest opportunity for continuous improvement identified were related to decision-making, accountability and recognition. In addition to global feedback that informs targeted action plans at the corporate level, people managers are given the personalized, anonymized results so they can conduct follow-up feedback sessions and develop more specific action plans that are meaningful and targeted for their teams.

TALENT MANAGEMENT

Performance reviews

IFF's Performance Management Process (PMP) provides feedback, accountability and documentation for performance outcomes while helping our employees channel their talents and efforts toward achieving organizational goals. The PMP includes setting goals during the first quarter of the year, followed by mid-year and year-end performance discussions—all supported by continuous feedback, coaching and one-on-one meetings or agile conversations (e.g., manager check-ins) on a regular basis. All permanent employees who were eligible for performance reviews in 2024 (i.e., all employees joining IFF prior to October 1) had access to the performance management system and received performance reviews.

In the goal-setting phase of the PMP, managers and employees are required to engage in discussions to define specific goals that support business priorities. This approach ensures that employees are focused on achieving meaningful and relevant goals while also providing clarity on how their contributions connect to broader organizational success.

Over the course of the year, managers are encouraged to leverage various feedback or behavioral assessment tools to provide valuable insights that can support them in development planning with their employees. Managers provide year-end performance reviews and ratings for all eligible employees. All eligible employees also have the opportunity to provide self-evaluation on their performance for the year. In 2024, 99% of eligible employees received individual performance feedback and ratings (1% were ineligible or on leave).

Own Workforce (continued)

For employees interested in receiving multidimensional performance feedback to monitor their progress on specific development goals, they can request feedback on themselves at any time through our human capital management platform.

Benefits and employee support programs

As an industry leader, we are proud to offer competitive salaries, benefits and a total rewards program for our employees. Benefits offered to eligible employees (e.g., those working more than 20 hours per week in the U.S.) include vacation time and paid time off; life insurance; medical, dental and prescription care; long- and short-term disability coverage; global parental leave; retirement provisions and stock ownership. In some locations, such as the United States, IFF offers employees the option to enroll in a Dependent Care Flexible-Spending Account (a pre-tax benefit that allows employees to set aside money to pay for eligible dependent care expenses (e.g., daycare, preschool or summer camps). In addition, in the U.S., IFF provides lactation benefits/subsidies for the purchase of portable breastfeeding or breast-pumping equipment. IFF offers employees breastfeeding/lactation benefits including paid break times for feeding or pumping and dedicated breastfeeding/lactation facilities.

We continue to offer our global flexible work program that was first launched in 2018. The program offers two options for employees: Flex Time (a standard five-day workweek with a set schedule that includes core hours and untraditional start and end times) and Flex Week (a work schedule that compresses the standard number of hours in a workweek into fewer, longer days).

We also recognize the importance of supporting flexibility and work-life balance. In addition to offering part-time working options, our flexible working options seek to improve personal employee productivity as well as retain and attract key talent.[13]

The program offers eligible employees with three options:

- **Anchor:** for employees whose work is 100% tied to a specific location and/or function and cannot be done remotely (five days per week at worksite).
- **Flex:** for employees who use an office to access equipment or collaborate with colleagues (two to five days per week at worksite).
- **Remote**: for employees with the ability to work anywhere because their work has no ties to the physical space and most collaboration can be done virtually (zero to one days per week at worksite).

We also offer additional benefits. For example, IFF's global Employee Assistance Program (EAP) is available to all employees and their household family members who may be in need of free, confidential emotional / well-being support, counseling, or crisis intervention services to help them address issues such as stress management, depression, relationships, drug and alcohol abuse, or legal and financial hardship. The EAP is available 24 hours a day, seven days a week.

To support our employees in living a healthy lifestyle, we offer various initiatives. For example, in the U.S., we have a wellness incentive program in partnership with our health care insurance provider to help employees and their spouses or domestic partners reach their health targets and save on their health plan premiums. Participants can earn points for completing challenges and missions that contribute towards individual health goals and establish positive habits, such as completing preventative exams.

13 Employee hybrid work profiles are determined between each employee and their manager, based on role and job function, preferences, team dynamics and other leadership and morale considerations.

LEARNING AND DEVELOPMENT

We believe that our employees are the driving force behind our business growth and success, and we seek to empower them with the support and resources they need to learn new skills and grow their careers. Through leadership programs, IFF University Academies, learning campaigns, mentoring and special events, our employees can develop their skills and grow their knowledge while also collaborating and sharing insights with others. Through these initiatives, we aim to embed a learning and development culture throughout the organization.

Our 2024 learning metrics indicated steady progress towards our remit to empower and engage our employees in continuous learning and support enterprise development needs. Of our total workforce, 98% of employees were considered "active learners," who regularly engage in learning and career development opportunities and mandatory compliance training throughout the year.

Our employees spent more than 308,000 hours engaged in learning activities inclusive of mandatory compliance training, a 9% increase from the prior year, averaging approximately 14 hours of training per employee. Our learning and development offerings are carefully designed and curated to fulfill key business objectives, with upskilling in high growth and critical skill areas focusing on people leadership, creative and operational excellence, professional development, inclusion and sustainability.

Own Workforce (continued)

2024 AVERAGE HOURS OF TRAINING PER EMPLOYEE BY GENDER, EMPLOYEE CATEGORY AND AGE
(Permanent employees, global; Includes mandatory compliance training hours)

	Total Employees	Total Hours	Average Hours
Male	8,448	117,514	13.9
Female	13,779	161,561	11.7
Not disclosed	189	29,270	154.9
Executive management	12	46	3.8
Upper management	79	2,372	30
Middle management	7,752	116,345	15
Junior management	1,587	27,565	17.4
Operational	12,985	162,011	12.5
<30	3,753	74,608	19.9
30-50	12,686	159,921	12.6
>50	5,977	73,815	12.3
Total	22,416	308,345	13.8

Learning Management System

IFF University provides learning and development programs designed to foster continuous professional growth and individual development with strategic organizational alignment. Our Business Academies provide product-focused education and training experiences for employees in specific business units, market segments and product lines, and functional academies that focus on skills and knowledge in global functions such as HR, IT, Finance, Sales, R&D and Operations. In 2024, these Business Academies continued to expand their training opportunities and developed targeted programs for critical roles. For example, we currently have 108 modules available within the Scent Academy for new and existing employees to learn more about the business, products, processes and technologies. In addition, the 2024 Plant Manager Program was held with 50 participants to develop their skills to lead large teams and drive effective operations.

In addition to training provided by the Business Academies, our learning technology platform provides access to thousands of on-demand professional development programs that are accessible in multiple languages. In 2024, we expanded our external learning partnerships with the introduction of LinkedIn Learning, the leading provider of digital learning. Through this strategic partnership, we provide our employees with 24/7 access to a wide range of business, technical, creative, leadership and personal development topics to support their personal and professional development goals. We also launched the IFF Lingo Language Program, which offered over 70 world languages to enable employees to develop their language skills to communicate and collaborate with colleagues around the world. It features language testing and immersive online lessons, videos and interactive tools to refine understanding, reading, speaking and writing skills in any selected language.

Our evolving learning ecosystem, in addition to our robust performance and talent management processes, supports our focus on continuous improvement and development. Managers and employees collaborate on establishing and refining development goals throughout the year to ensure that formal and informal learning opportunities and experiences are targeted, continuous, and embedded in the daily flow of work.

Learning opportunities

Throughout the year, we offer programming that focuses on helping employees gain new insights and skills, such as adapting to new digital tools, processes and technologies within the workplace. For example, we recently offered "Tech Talk" training sessions to provide valuable insights into effective prompting techniques for our internal artificial intelligence (AI) chatbot tool, powered by the latest natural language processing and deep learning technologies. Each session highlighted how the tool can boost productivity and creativity across the organization. The goal of these types of sessions is to ensure that employees are equipped to leverage digital advancements effectively, leading to increased efficiency and productivity.

In May 2024, we hosted our fourth annual Global Learning Week—an opportunity for employees to develop new skills, build business acumen, foster personal growth, expand their network and better understand the range of learning opportunities available to them. The program featured four learning tracks aligned to IFF's strategic priorities and operating pillars. Over the course of two weeks, 228 virtual and in-person learning events were delivered to 6,293 learners (including permanent and temporary employees), who collectively achieved 24,822 learning hours. The event included senior leader panels, external speakers and facilitated sessions across our four regions globally. Materials and recordings were made available afterward through IFF University for ongoing support.

Own Workforce (continued)

Mentoring program

An important part of our employee experience and talent management strategy is to provide colleagues with continuous learning and development opportunities. The IFF Global Mentoring Program provides one way for our people to grow in their knowledge, networks and careers while cultivating collaboration and inclusion across IFF. There were two cohorts of the Global Mentoring Program in 2024, with participation from 574 mentors and 740 mentees. With a goal of engaging mentees for at least one hour or more each month, the two groups completed more than 7,100 mentoring hours in 2024.

We also established a Technical Community Mentoring Program that connects technical and R&D professionals across different business units. This technical program ran for 10 months in 2024 with 211 mentors and 232 mentees, achieving nearly 5,900 total mentoring hours. Tools were made available to mentoring pairs to set goals, complete milestones and keep track of their relationships and development.

Leadership programs

Challenging and relevant development experiences are an integral part of ensuring that a robust and engaged group of leaders are prepared to guide IFF into the future. Through a variety of partnerships and programs, we offer leadership development opportunities that aim to inspire and empower current and prospective employees to become capable agents of change.

We have specific leadership development programs designed to empower employees at various levels of their careers to make decisions and drive change. For example:

- **Management Essentials:** Our junior management training program for new or aspiring managers, regardless of level, comprises self-paced courses and live group webinars over three months that cover key concepts such as giving and receiving feedback, managing performance and managing workplace conflict. In 2024, 612 participants completed the program.
- **People Leader Program:** Our program for first-line supervisors, managers with direct reports and employees who are new to management is conducted over four months to focus on frontline leadership skills and build a foundation for understanding leadership while broadening perspectives and expanding internal networks. In 2024, 210 participants completed the program. The program combines a blended learning approach (virtual and live) and included a four-day in-person conference.
- **Organizational Leader Program:** Our senior manager program, conducted over four months, guides participants in designing and executing business strategy and leading teams while emphasizing a cross-functional mindset. In 2024, 103 participants completed the program, with an in-person conference that took place in early 2024.

To support the continued growth of our most experienced senior leaders, in 2024 we completed two 9-month leadership development programs that combined immersive, experiential and virtual development experiences, augmented by executive coaching. Both were delivered in partnership with globally recognized executive education business schools, INSEAD and Hult-Ashridge:

- **Accelerated Leadership Development Program:** Our highly selective program for senior level directors, or "managers of managers," challenges participants to develop an improved understanding of the impacts of internal and external forces on IFF and use those insights to more effectively lead their teams. A total of 19 participants completed this inaugural program.
- **Enterprise Leader Program:** Our most senior-level program for successors to executive leadership team roles provides complex and introspective experiences that guide participants towards a more thorough understanding of navigating ambiguous and complex challenges. A total of 11 participants completed the initial offering of this program.

To strengthen our talent pipeline, we also have specialized internal schools for perfumer and flavorist development. Externally, we partner with the world's premier perfumery school, ISIPCA, to offer a unique Masters level graduate program in Scent Design & Creation. Since 2019, IFF has hired 36 graduates of this program. The program is also a source of talent for our customers.

Own Workforce (continued)

INCLUSION AND BELONGING

As a global company, we celebrate the diversity of our workforce and the uniqueness that each individual brings to IFF. Our culture of inclusion and belonging that enables diversity to thrive is one of our core competitive advantages. IFF is a place where belonging isn't just an aspiration—it's our reality. It is a place where everyone is welcomed, and our individual differences make us collectively stronger.

Our values and principles will continue to guide all we do:

- We believe in creating an inclusive environment where all individuals can thrive and do their best work.
- We believe an environment of belonging leads to engagement and productivity.
- We believe diverse teams enhance creativity and innovation leading to better business outcomes.
- We believe in measuring the diversity of our workforce and strive to represent the communities and customers we serve.
- We believe it is our responsibility to ensure our policies and practices create equal opportunities and conditions for all individuals to thrive.
- We believe in choosing the best person for a role after intentionally considering candidates from diverse backgrounds.

For example, in 2024, we had 39% women in management roles company-wide (comprising women in executive and upper- and middle-management employee categories). For more information on our gender, age and ethnic diversity, please see the performance data tables beginning on page 86.

We encourage our people to learn from people outside their day-to-day roles, collaborating and learning together. IFF's eight employee resource groups, or Colleague Communities, are a vital platform for engaging employees at IFF—providing grassroots insights into the lived experience of their constituents, facilitating unique growth opportunities and helping to build a more inclusive IFF for all. They offer new types of cultural education as well, including initiatives designed to increase awareness, understanding and respect for different cultural backgrounds, practices and perspectives. Membership in Colleague Communities is open to all employees, including for those who identify as members of the group and those who wish to join as allies. Each Community also has an Executive Sponsor who is an Executive Leadership Team member reporting to the CEO.

For example:

- **AccessAbilities@IFF** provides a community for colleagues who care about disability, learning differences, special needs or neurodiversity, whether for themselves or as a caregiver to a child, relative or friend.
- **ACE@IFF** (Asian Colleagues for Equity, Empowerment & Excellence) promotes an inclusive and empowered environment for colleagues of Asian heritage and their allies.
- **BE@IFF** (Black Excellence) advocates for and supports an inclusive and equitable environment for all Black/African American employees at IFF and beyond.
- **NextGen@IFF** fosters the personal and professional development of IFF's early career professionals and emerging talent through the support of a strong community of worldwide peers and allies from across the business.
- **PRISMA** leads the way in sustaining a culture that welcomes our LGBTIQ+ colleagues in bringing their authentic selves to work and celebrating Pride around the world while ensuring IFF remains an inclusive workplace for all colleagues.
- **SERVE@IFF** (Supporting Emergency Responders and Veterans Engagement) offers a supportive setting for employees who serve or have served their communities in selfless and, at times, dangerous situations.
- **IFF UNIDOS** makes IFF stronger through better representation, advancement and inclusion of colleagues of Latin and Hispanic cultures and their allies.
- **Women@IFF** creates an inclusive space where women can advance their skills and leadership potential through connection, mentorship, collaboration and discussion.

Own Workforce (continued)

Gender pay data

GENDER PAY INDICATORS		
Employee category	**Average pay of men** (USD)	**Average pay of women** (USD)
Executive level (base salary only)	631,195	595,164
Executive level (base salary + other cash incentives)	1,962,561	1,683,796
Management level (base salary only)	179,000	178,776
Management level (base salary + other cash incentives)	282,192	270,140
Non-management level (base salary only)	58,662	53,556

2024 GENDER PAY GAP BY EMPLOYEE CATEGORY[14] (Permanent Employees)		
	Pay gap	**Favored gender**
Executive management	14.20%	Men
Upper management	2.38%	Men
Middle management	4.24%	Men
Junior management	7.39%	Men
Operational	29.25%	Men
Global	5.96%	Men

We are committed to maintaining transparency on gender pay data and our strategy to close any gender pay gaps. The formula we use for confirming our gender pay gap is as follows:

$$x = \left[\frac{(average\ pay\ of\ men - average\ pay\ of\ women)}{average\ pay\ of\ men}\right] \times 100$$

Economic Dividends for Gender Equality (EDGE) is a leading global assessment and business certification for gender and intersectional equity. In 2024, we were pleased to maintain our certification as EDGE Move level globally across 21 countries. We regularly monitor gender pay gap data by leveraging the EDGE Pay Tool™, which uses a regression analysis that considers the variables of gender, tenure and age, among others.

14 All pay is calculated for full-time equivalent (FTE). Formula used is the difference between average male salary and average female salary divided by average male salary (all salary figures converted to USD via exchange rates as of December 31, 2024).

Health and Safety

MATERIALITY AND GOVERNANCE

Our approach to determining our material impacts, risks and opportunities is described in General Disclosures. The large scale of IFF's operations and manufacturing processes makes the health and safety of our employees a material topic for IFF's own workforce. We support our people and the communities where we operate by being committed to continuously improving our safety program.

IFF's Global Operations Officer has responsibility over the Global Environmental, Health and Safety (EHS) team, which consists of business unit EHS leaders and those with specialized competencies in the EHS field. Site managers and first-line supervisors are responsible for enforcing safety procedures at every location worldwide, and they are held accountable for their site's safety and environmental outcomes, meeting their safety objectives, and investigating and resolving any incidents that may occur (including defining root causes and related action plans). Line managers set safety standards and expectations and are involved in employee incident investigations and compliance assessments.

The Global EHS team CoE provides expertise and support to the business and regions in key EHS competencies and is responsible for EHS systems, training and improvement, auditing and compliance. Typically, manufacturing site safety committees meet monthly, and creative center safety committees meet quarterly. These safety committees represent all employees at their respective sites and address safety-related issues with leadership. Site management has final authority over site initiatives but must align with the safety committees.

OUR APPROACH

POLICY

IFF's Global Environment, Health & Safety Policy demonstrates our commitment to maintaining a safe work environment for all employees, business partners, contractors, consultants and temporary employees or secondees. This policy is translated into local languages and available as posters at sites around the world. Our internal Global Incident Management Policy establishes a uniform method of reporting and classifying incidents, conducting investigations and managing work-related incidents in accordance with IFF expectations and local regulatory requirements. It is carefully tailored to avoid stifling communications regarding safety-incidents, and all employees are encouraged and expected to escalate their concerns on these matters.

ZERO INJURIES, ZERO INCIDENTS, 100% COMPLIANCE

We strive to achieve an incident-free workplace and world-class safety performance, in addition to complying with all local regulations. Our pursuit of excellence and best practice guidelines drives us to go beyond regulations to keep our people and facilities safe and environmentally friendly.

Our comprehensive EHS management system covers 100% of employees and contractors under supervision for activities at sites globally and is designed to manage risk in alignment with regulatory compliance requirements. Integration of the EHS management system was established to proactively prioritize and address our most significant risks identified by our internal risk assessment practices. The IFF EHS management system is modeled to align with ISO 14001 guidelines as many of our large manufacturing sites are certified under the corporate ISO 14001 certificate. Employees, contractors and visitors are expected and encouraged to uphold all IFF's policies, report any incidents and suggest opportunities that will improve the safety of work sites. Local teams report safety performance to the corporate global EHS team, who reviews all incidents and works with local teams to support investigations and resolve issues as appropriate, including identifying corrective actions and safety improvement plans. To ensure a rigorous safety and compliance culture, site management teams conduct safety observations, near-miss reporting and self-assessments (or first-party audits). External site audits also provide support and verification of our processes.

We also strive to mitigate EHS risks and minimize our impact on the environment and the communities in which we operate. Occasionally environmental matters arise that require reporting and corrective action plans. These matters may include events such as permit deviations or containment release incidents and are evaluated and reported as part of IFF's internal Global Incident Management Policy. IFF leverages lessons learned from these events to continuously improve as we strive for zero events.

TRAINING

EHS training for employees is customized by each site based on local and global policies and regulations. Ongoing mandatory training is also held for EHS managers and teams on topics related to key safety priorities that reflect regulatory requirements and best practices.[15] The Global EHS team analyzes safety incident data and internal audit performance data and identifies trends and training needs for the year as well as competency areas for improvement.

Health and Safety (continued)

Ongoing mandatory training is also held for EHS managers and teams on topics related to key safety priorities that reflect regulatory requirements and best practices.

Monthly network training sessions are held for EHS professionals and site managers on specific topics driven by the Global EHS team and divisional/regional leaders. All sites are requested to assess policy requirements via an established road map with action items to manage full compliance based on the policy implementation timeline. Tools are provided to help support this process and enhance policy implementation work.

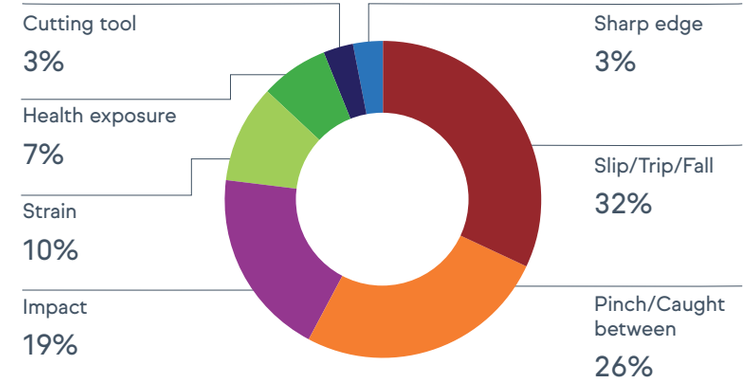
In 2024, IFF continued efforts to ensure all employees understand their responsibility in reporting incidents and near-misses. The Global Incident Management Policy overview training, first released in 2023, was established as the baseline training and orientation for all personnel globally. It was designed to create a unified identification and reporting framework at every level of the organization and covers responsibility in reporting an incident or near-miss, methods of reporting and incident and how to manage work-related injuries The training is offered in all languages where IFF operates and is assigned to employees as part of their new hire orientation at all manufacturing sites globally. In addition, in 2024 we launched an online driving safety training for all employees, as driving safety is a lifesaving principle that ensures employee safety whether they are a driver, passenger or pedestrian.

MANUFACTURING RISK MANAGEMENT AND OBJECTIVES

IFF's established corporate EHS objectives are developed for all manufacturing locations based on recognized safety and health impacts at our operational facilities. Annually, the Global EHS team develops a set of key objectives and critical operating tasks that are aligned to address our most significant risks and current control capability. Our EHS policies—a key part of our EHS management system—are compliant with OSHA regulations as a global benchmark for the most stringent regulatory requirements. As global policies are implemented, our manufacturing sites are required to perform gap assessments that identify required changes to fully implement any new requirements. Our internal audits process systematically evaluates implementation of the policies, EHS objectives and programs at selected sites based on size, geography and inherent risk. Injury and illness results are analyzed monthly to identify trends and progress against our EHS objectives.

We also have 22 facilities certified in ISO 45001. ISO 45001 is an international standard that specifies requirements for an occupational health and safety (OH&S) management system. It provides a framework for organizations to manage risks and improve OH&S performance. The standard establishes criteria for an OH&S policy, objectives, planning, implementation, operation, auditing and review. Key elements include leadership commitment, worker participation, hazard identification and risk assessment, legal and regulatory compliance, emergency planning, incident investigation and continual improvement. ISO 45001 utilizes the Plan-Do-Check-Act methodology to systematically manage health and safety risks. It applies to organizations of all sizes and can be integrated with other ISO management system standards. This represents approximately 23% of operations workforce.

2024 Lost Time Incidents*



* IFF calculates TRIR and LTIR by estimating hours worked based on the Global HR monthly headcount figures and an assumption of a 40-hour work week, 50 weeks worked per year. For 2024, overtime hours were added to the hours worked calculation when they were available. Rates are presented per 200,000 hours worked. An injury or illness is classified as a Lost Time Injury (LTI) when the employee is unable to work for one or more days after the injury. For better local alignment with OSHA, differences in the prescription of medical leave are considered. The determination is decided by the medical lead or nurse, in collaboration with the regional safety lead.

15 Our approach for reporting EHS incidents and the criteria we use for corporate tracking are based on U.S. Occupational Safety and Health Administration (OSHA) standards.

16 Any reported ill-health is excluded if claims are made following the departure of the individual from IFF or pending litigation. Data is compiled from injury and illness reporting from site-based EHS and operations resources based on the global IFF Incident Management Policy. Injuries and illnesses are reported based on OSHA recordkeeping requirements (Title 29 Code of Federal Regulations Standard 1904).

Health and Safety (continued)

EHS PERFORMANCE

In 2024, our Total Recordable Incident Rate (TRIR) was 0.38 per 100 employees and supervised contractors, a 5% reduction from the prior year and 39.7% below 2021 levels. We believe that all injuries are preventable and would have liked to have had more of a reduction in 2024. Our Operations Leadership team took additional steps to drive additional improvements moving forward, such as initiating small group sessions with plant managers to discuss opportunities and best practices. The Global Operations Leadership Team also now has standing weekly meetings to review any recordable injuries with the plant manager that had the event, so the investigation, corrective actions and learnings can be discussed and applied across the entire organization.

We also rolled out a new Special Safety Emphasis Program to help any sites that need support to improve their safety performance. Each site is paired with an EHS mentor and Operations leader. The purpose is to understand challenges, how to address them and to gain alignment on actions identified. A total of 13 sites participated in the program in 2024.

Work-related hazards that pose a risk of ill health are identified through risk assessments performed by the sites and reported through peer networks. We also utilize recorded injuries and illnesses to identify unaddressed hazards.[16]

2024 WORK-RELATED ILL HEALTH

	# of recordable cases of work-related ill health	# of fatalities as a result of work-related ill health
For all employees	0	0
For all workers who are not employees but whose work and/or workplace is controlled by IFF	0	0

For more information on EHS workforce metrics, please see the Performance Data tables on page 97.

PROCESS SAFETY

In 2024, as part of our ongoing focus on process safety, we progressed on our implementation road map begun in 2023. We issued integrated corporate policies for Hazard Identification and Risk Analysis (combining requirements for Process Hazards Analysis and Dust Hazards Analysis) as well as Safety System Impairment. We issued a Boiler Guidebook to help sites assess risk from boiler operations. We also performed in-person training for Process Hazards Analysis and Layers of Protection Analysis in multiple regions of the world. The first set of sites based on risk and applicability began performing risk assessments based on the new requirements. Our next set of sites based on risk and applicability have started to prepare to start their process safety implementation.

PROCESS SAFETY METRICS

	2023	2024
Tier 1 Process Safety Incidents Count (PSIC)	5	5
Process Safety Total Incident Rate (PSTIR)	0.0199	0.0202
Process Safety Incident Severity Rate (PSISR)	0.1789	0.0283

Of the five total Tier 1 events in 2024, one involved Days Away from Work Injuries with low severity factors, three related to instances of Exceeded Threshold Quantity, and one related to Fire/Explosion with Direct Cost exceedance. Additional engineering and administrative controls have been proposed to prevent recurrence. Looking ahead to 2025 and beyond, primary process safety efforts will be applied to training, and site support to implement process safety will be given priority in 2025.

Workers in the Value Chain

MATERIALITY AND GOVERNANCE

Our approach to determining our material impacts, risks and opportunities is described in General Disclosures. Material sub-topics include other worker-related rights and working conditions.

Our Responsible Sourcing program, inclusive of our supplier sustainability program, is led by our Chief Sustainability Officer and Chief Procurement Officer. Our commitment to respecting human rights is supported by the IFF ELT. Human rights topics are included in quarterly sustainability updates from the Chief Sustainability Officer to the Board Corporate Responsibility Committee. One of these updates is specifically dedicated to human rights.

IFF's Chief Sustainability Officer is responsible for overseeing the Human Rights program. To ensure our human rights commitments are effectively integrated throughout the organization, in 2024 IFF established a dedicated Human Rights team to guide and implement our global human rights programs across all business units. Human Rights and Responsible Sourcing teams work with Operations and Procurement teams to address salient human rights issues across our supply chain.

We make human rights awareness training available to all IFF employees. In 2024, we developed new resources to support teams that engage with our suppliers on a regular basis (e.g., procurement leads, agronomists) in identifying potential human rights risks in our supply chains.

OUR APPROACH

POLICIES

- Code of Conduct
- Our SpeakUp: Reporting Concerns & Non-Retaliation Policy
- Vendor Code of Conduct
- Responsible Sourcing Policy
- Sustainable Palm Policy
- Sustainable Soy Policy
- Global Human Rights Policy
- Environmental Sustainability Policy
- Animal Testing Policy
- Animal Testing Statement

Our Environmental Sustainability Policy and Responsible Sourcing Policy, which apply to all direct and indirect suppliers, supplements our Vendor Code of Conduct to provide guidance and direction on global environmental and social challenges in IFF's value chain. For example, as outlined in these policies, we expect, encourage and support our suppliers to:

- Carry out greenhouse gas emissions reduction transition plans in their operations as well as approach their own suppliers in conducting similar practices.
- Create a sustainable renewable energy plan to use renewable energy throughout their operations.
- Perform water risk assessments (acting on risks where applicable) and to have a water stewardship program in place that includes water reduction and reuse projects.
- Have waste reduction processes in place, including reduction in, but not limited to, packaging and shipping material, with special intention to eliminate virgin and single-use plastic.
- Commit to environmental conservation and biodiversity enhancement by protecting natural ecosystems from deforestation, conversion and degradation.

Workers in the Value Chain (continued)

RESPONSIBLE SOURCING RISK ASSESSMENT

We are committed to conducting business in a sustainable and lawful manner that respects the human rights of workers throughout our supply chain. IFF's Responsible Sourcing Risk Assessment Tool helps us identify potential ESG risks—including human rights risks—and guides our responsible sourcing programs with the support of the policies and strategies of our procurement, regulatory and legal departments.

We use our Responsible Sourcing Risk Assessment Tool, a methodology developed with and validated by the Rainforest Alliance, to identify inherent supplier and ingredient sourcing risks based on country of operation and global ESG risk insights. The tool identifies areas of potential risk and guides our responsible sourcing policies, programs and strategies. For material-specific risks, we categorize natural raw materials and renewables based on the country of harvest. We also conduct hot-spot screenings on raw materials that have been flagged by credible sources and other risk tools, including the U.S. Department of Labor's List of Goods Produced by Child Labor or Forced Labor and Preferred by Nature's Sourcing Hub.

In 2023, we refreshed our Responsible Sourcing Risk Assessment Tool in collaboration with our third-party advisor on human rights. It was updated to include additional human rights indices, including an expanded dataset that incorporates IFF's full natural ingredients portfolio as well as new dashboards for improved data visualization and analysis. In 2024, we continued to use this version of the tool, containing more than 20 ESG indicators, to evaluate our business-critical spend suppliers and list of strategic natural raw materials to identify high-risk supply chains for proactive risk management.

IFF'S RESPONSIBLE SOURCING RISK ASSESSMENT TOOL[17] COVERS:	
20%	**Environmental** risks related to water, climate change, biodiversity, agriculture and deforestation, using input sources such as the World Resources Institute and the Environmental Performance Index.
50%	**Social** risks related to human rights and labor rights, using sources such as the International Labor Organization, International Trade Union Confederation Global Rights Index and UNICEF.
30%	**Governance** risks related to government effectiveness, using sources such as the Freedom in the World Index, World Bank Worldwide Governance Indicators and U.S. Department of State Trafficking in Persons Report.

HUMAN RIGHTS

IFF is committed to respecting and promoting human rights as set out in the International Bill of Rights and the International Labour Organization Declaration on Fundamental Principles and Rights at Work. Our approach is informed by the UN Guiding Principles on Business and Human Rights and the Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises. This commitment is outlined in our Global Human Rights Policy, Code of Conduct, Vendor Code of Conduct and Responsible Sourcing Policy.

In 2024, we updated our Responsible Sourcing Policy and Vendor Code of Conduct to further clarify human rights expectations for our suppliers and business partners, with a more detailed list of priority areas, enhanced due diligence requirements and clearer guidelines to prevent, mitigate and remediate potential human rights risks.

Due diligence approach

IFF has operations and suppliers in countries that may have higher human rights-related risks, according to The Bureau of International Labor Affairs, which maintains a list of goods and their source countries that it has reason to believe are produced by child labor or forced labor in violation of international standards, as required under the Trafficking Victims Protection Reauthorization Act of 2005 and subsequent reauthorizations. The List of Goods Produced by Child Labor or Forced Labor comprises 204 goods from 82 countries and areas as of September 5, 2024.

We conduct ongoing human rights due diligence across our operations and our supply chain and ensure that we have policies and management systems in place to support our commitments. We release an annual Human Rights & Modern Slavery Report that provides information on our global human rights due diligence processes.

In 2024, we initiated a corporate Human Rights Impact Assessment (HRIA) to identify the most salient human rights issues within our own operations and supply chain, with the support of a human rights management consultancy. This assessment was informed by internal and external stakeholder engagement to capture cross-functional views on key human rights impacts. We also engaged labor rights experts such as the Fair Labor Association. This exercise will help us gather critical insights to inform our corporate human rights road map for the years to come and help focus our policies and programs on human rights areas that matter most.

17 Weightings based on IFF's Vendor Code of Conduct.

Workers in the Value Chain (continued)

Assessing human rights risks in our supply chain

To assess human rights risks in our supply chain, IFF's Responsible Sourcing Risk Assessment Tool (see page 70) helps us prioritize supply chains considering potential ESG risks. We use additional sources of information to identify potential human rights risks in raw material supply chains, with a focus on risks related to child labor and modern slavery, such as the UEBT responsible sourcing risk database.

We also conduct human rights due diligence for strategic natural ingredients supply chains through audits, third-party-led risk and impact assessments and internal field assessments. To date, we have assessed human rights risks for 14 supply chains in 10 countries where we have direct spend suppliers. In 2024, we investigated risks related to the following supply chains: ylang-ylang in Comoros, vetiver in Haiti, geranium in Egypt, bitter orange in Côte d'Ivoire and olibanum in Somalia. These local assessments help us identify actions that our suppliers can implement to prevent or mitigate negative impacts on workers, farmers and communities, and opportunities for IFF and local partners to support their efforts. At IFF, we are also using these risk assessment results internally to bolster our supplier engagement activities, assessment and audit requirements and procurement strategies.

Child labor and young workers

IFF strictly prohibits child labor and the exploitation of children. We are committed to identifying child labor and its root causes where risks arise in our supply chain. We believe that significant progress can only be achieved when there is a wider understanding of the social, economic and cultural drivers that induce child labor in the first place. Child labor is widespread in agricultural supply chains and occurs for many complex reasons, such as poverty, tradition, lack of awareness or seasonal travel of migrant workers with their families. To assess the risks in our supply chain, we use a combination of strategies and tools: supplier assessments, external information from databases such as the UEBT responsible sourcing risk database, local assessments and audits—including certification audits—and local HRIAs.

We are working with our suppliers and other partners to find practical and culturally appropriate responses to support the prohibition of child labor. This includes structuring policies and processes to identify and remedy child labor cases, hiring and training field agents to engage farmers through continuous monitoring and working with local NGOs that can help raise awareness of child labor and children's rights. We have developed tools and trainings to help our suppliers formalize their due diligence commitment, and prevention and mitigation processes. In 2024, we worked with a local expert in Egypt to support our suppliers' actions to identify and manage risks of child labor in their own supply chains and to train their field monitors on this issue. Another important way to work on this issue is through a better understanding of the levers to eradicate household poverty for agricultural workers and smallholder farmers.

Living wage and living income in our value chain

Many of our natural ingredient supply chains rely on smallholder agriculture. Growers face income variability linked to harvest performance due to external risks—weather, pest, demand and price fluctuations. Their productivity is limited by lack of investment, and they can be trapped in debt cycles. In turn, they may also have difficulty paying agricultural workers on time—and these agricultural workers often get low and unstable wages. Processing and distillation jobs also carry an inherent risk of low wages due to the degree of informality and low skills they require. The first step toward understanding this issue is to assess the current wage gap between actual incomes and wages and existing living benchmarks that may exist for the rural areas we source from. In 2024, we worked with a third-party expert to develop tools to measure actual incomes and wages across our supply chain. We piloted studies on two supply chains to test them: a living wage assessment for tuberose harvesters in India and a living income assessment for jasmine farmers in Egypt. These initial results will help us assess how we can deploy tools to help suppliers and farmers progress towards fairer wages and income, and we will undertake more assessments in 2025.

We are also working with our suppliers and local partners to activate levers that can improve income for farmers: good agricultural practices trainings, crop diversification and financial literacy capacity-building. In Madagascar, we continued to work closely with the Union for Ethical BioTrade (UEBT) to ensure that the vanilla farmer families we source from earn a living income (see page 17).

Workers in the Value Chain (continued)

Collaboration and partnerships

Fostering systemic social change to improve living and working conditions in our value chain requires collaborating with other industry actors, civil society and public institutions.

We participate in several supply chain initiatives to address challenges that may be specific to certain ingredients and/or countries. We are an active member of the Harvesting the Future coalitions led by the Fair Labor Association, which aim to improve human rights and labor conditions for agricultural workers and their families working in the rose supply chain in Turkey and the jasmine supply chain in Egypt. IFF is also a member of the Action for Sustainable Derivatives (ASD), a collaborative initiative addressing supply chain issues related to palm oil and palm kernel oil derivatives. ASD aims to increase transparency, monitor risks, engage the sector and generate on-the-ground impacts to achieve no deforestation, respect human rights and improve livelihoods.

In 2025, IFF will join AIM-Progress, a global coalition of fast-moving consumer goods companies and their suppliers, working together to foster positive change in supply chains. By collaborating within AIM-Progress, we aim to promote human rights through responsible sourcing, developing solutions and sharing best practices to create significant, swift and scalable positive impacts.

Grievance mechanisms

All employees must comply with IFF's Code of Conduct and all applicable policies and laws. We foster an environment of trust, encouraging the reporting of potential issues that may affect employee well-being or IFF's reputation. To support this, we provide a corporate whistleblower hotline and additional reporting channels for employees, customers, business partners and the public. Our SpeakUp: Reporting Concerns & Non-Retaliation Policy encourages reporting of misconduct or policy violations through various channels, including direct outreach, email, an online tool and a phone hotline available 24/7 in multiple languages. For more information on our grievance mechanisms, please refer to page 80.

As outlined in our Responsible Sourcing Policy and Vendor Code of Conduct, we also expect our vendors, suppliers, contractors, consultants, agents and other providers of goods and services ("vendors") to provide employees and workers in the value chain with grievance mechanisms to be able to raise issues without fear of retaliation and ensure these channels are widely communicated. Vendors are directed to:

- Offer reasonable, appropriate, confidential and fair procedures for the resolution of grievances.
- Have systems that allow employees to report concerns and possible violations of applicable laws and regulations.
- Have reasonable and fair procedures in place that ensure these violations will be properly reviewed and adequately remediated when reported.
- Protect employees and workers in the value chain from retaliation if they raise these concerns to the vendor.

Health and safety in the value chain

Expectations for working conditions in the value chain are outlined in our Vendor Code of Conduct. Vendors must treat all employees with respect and dignity and provide them with a safe and healthy working environment and, if provided by the vendor, safe and healthy living accommodations. At a minimum, vendors must provide potable drinking water, clean and accessible restrooms, adequate lighting and ventilation, fire and emergency exits, essential life safety equipment, emergency aid kits and access to emergency medical care.

Employees must be protected and prevented from exposure to severe health or safety hazards, which are to be understood as health or safety hazards that are likely to pose an immediate risk of causing death or permanent injury or illness. In addition, vendors must comply with all applicable laws regarding working conditions, including worker health and safety, sanitation, fire safety, risk protection and electrical, mechanical and structural safety.

SUPPLIER ENGAGEMENT

We prioritize opportunities to support business-critical[18] suppliers in meeting IFF's expectations through performance reviews and follow-up actions. We leverage a number of external sustainability platforms to manage supplier engagement activities, including sustainability assessments, environmental disclosures, audits and trainings.

Through our memberships and partnerships in a range of third-party ESG frameworks, we monitor and evaluate supplier performance against our corporate policies, including our Vendor Code of Conduct, social and environmental compliance, and management system practices. Additionally,

Workers in the Value Chain (continued)

to support our strategy, we continue to work with those vendors that share our high standards for sourcing and sustainability, and we partner with like-minded organizations that help us monitor, assess, support and improve our suppliers' commitments and practices. We provide trainings and capacity-building opportunities to our internal buyers in order to harmonize the collective understanding of responsible sourcing and corporate supplier engagement programs in ongoing ways. Finally, as part of our commitment to supplier diversity, we engage with diverse suppliers and strive to provide them with equal opportunity to compete to supply IFF's goods and services or to become IFF's preferred suppliers or subcontractors.

EcoVadis and Sedex

Suppliers that are critical to our business are reviewed annually and required to be assessed through EcoVadis or Sedex, which are supply chain information platforms that specialize in sustainability performance assessments. The results help us drive continuous improvement in labor standards, health and safety, environmental management and ethical business conduct.

The Sedex Risk Assessment Tool allows us to prioritize our suppliers for completion of the Sedex Self-Assessment Questionnaire (SAQ) and Sedex Members Ethical Trade Audit (SMETA) 4-pillar audits, which include human rights considerations. In addition to our assessment of our suppliers, 90% of our major manufacturing facilities[19] have undergone SMETA audits. We also use Sedex to run reports on our suppliers' ethical data, manage information on our own facilities and share information with our customers.

In 2024, 74% of our business-critical suppliers—defined as those that contribute to the top 90% of IFF's direct global spend—met IFF's requirements to be considered as responsible vendors, based on their EcoVadis or Sedex results. This means their EcoVadis or Sedex assessment results were in good standing with no significant nonconformances or corrective action plans in place.

We expect our vendors to meet IFF's standards, and for those vendors who do not have all the necessary processes and/or written policies in place to achieve these standards, we are actively working with them to implement the same. Specifically, we direct those vendors to address corrective action through management controls and/or via EcoVadis or SMETA 4 pillar audits in Sedex. We expect these vendors to address their corrective action plans within a reasonable amount of time, after which they will be reassessed. If a vendor does not implement the corrective action, IFF Procurement reserves the right to seek alternative vendors.

To increase scores on assessments and audits, we engage suppliers to participate in webinars hosted by EcoVadis and Sedex. In 2024, topics included general introductions to platforms, implementing corrective action plans, environmental policies and human rights.

Together for Sustainability

IFF is one of 53 members of Together for Sustainability (TfS), a global platform and shared infrastructure for assessing and auditing the sustainability performance of the supply chains for chemical companies and their suppliers. This member-driven initiative serves as a hub for continuous improvement of sustainability performance through buyer-supplier collaboration. TfS assessments are carried out by EcoVadis, and TfS audits are done in cooperation with a TfS-approved audit company.

Performance is assessed in the areas of management, environment, health and safety, labor and human rights, and issues of ethical corporate governance. The measures introduced are reviewed via re-assessments or audits, and subsequent supplier management is the responsibility of individual member companies. At IFF, we combine the outcomes of these assessments along with other internal risk insights to conduct follow-up monitoring and determine supplier audit schedules.

In 2024, approximately 500 suppliers were engaged in EcoVadis and TfS capacity-building campaigns (including introductory webinars and corrective action plan training). Corrective action plans identified through TfS audits and assessments drive continuous improvement in sustainability performance. IFF contributed to TfS targets by achieving:

- 841 valid supplier assessments
- 592 new or follow-up assessments
- 61% improved scorecards of suppliers through EcoVadis

18 Business-critical suppliers contribute to the top 90% of IFF's direct global spend

19 For ISO 14001 certification, a "major manufacturing facility" is defined by the site's production volume, which is calculated annually. For waste management, a "major manufacturing facility" is defined as a site that generates more than 100 metric tons of total waste annually.

Workers in the Value Chain (continued)

TfS also offers the Scope 3 GHG emissions program, assisting TfS members and suppliers in reducing their Scope 3 emissions. The TfS end-to-end solution includes the Product Carbon Footprint (PCF) Guideline, Data Model, PCF Exchange solution and the TfS Academy. Together, these tools equip member companies and suppliers to calculate high-quality PCFs of their chemical materials and exchange them via a trusted platform. During the year, IFF co-led the TfS GHG Scope 3 Workstream to develop and facilitate adoption of the data exchange platform.

IFF also participates in the TfS Academy, a capability-building hub for TfS members, their procurement teams and suppliers, to learn the most pertinent and trending sustainability procurement topics through more than 390 courses in eleven languages. We leverage the TfS Academy as a complementary tool for the management of our suppliers' corrective action plans.

In 2024, 62% of our business-critical suppliers were engaged in capacity building programs through TfS Academy. Popular courses we've promoted to our suppliers include environmental management systems, health and safety, and responsible purchasing. In 2024, we also continue to engage as an active TfS member by participating in several in-person workshops, monthly TfS North America regional meetings, monthly TfS Coordinator meetings and supplier engagement campaigns throughout the year.

CDP Supply Chain

In 2024, we engaged with suppliers through the CDP Supply Chain program to request their completion of the CDP climate change and water security questionnaires so they could share their environmental data with us. In 2024, we requested 200 of our strategic suppliers to disclose through the CDP Climate Change questionnaire, of which 140 responded and disclosed (an approximately 70% response rate). Of our 140 disclosing suppliers, 86% reported their Scope 1 and Scope 2 emissions; 57% reported their supply chain emissions; 75% reported having at least one active climate change target; and 79% reported implementing initiatives to reduce their GHGs. This information helps us improve our Scope 3 (value chain) emissions estimates and better prioritize future mitigation measures. Throughout the year, we continued to work with industry partners and the CDP Supply Chain platform to offer support, training, guidance and encouragement to suppliers, including webinars and guidance materials, about how to disclose through CDP's climate change and water questionnaires.

Affected Communities

MATERIALITY AND GOVERNANCE

Our approach to determining our material impacts, risks and opportunities is described in General Disclosures. Material sub-topics include communities' economic, social and cultural rights, as well as rights of indigenous people. IFF did not have any material incidents of violations involving rights of indigenous peoples in 2024.

Management for affected communities is part of our responsible sourcing program, which is led by our Chief Sustainability Officer, who reports to IFF's General Counsel, and Chief Procurement Officer, who reports to IFF's Global Operations.

OUR APPROACH

POLICIES

- Code of Conduct
- Our SpeakUp: Reporting Concerns & Non-Retaliation Policy
- Vendor Code of Conduct
- Responsible Sourcing Policy
- Sustainable Palm Policy
- Sustainable Soy Policy
- Global Human Rights Policy

COMMUNITY AND BIODIVERSITY PROGRAMS

We strive to improve the ecosystem and quality of life in the farming communities where we source, helping to make them more biodiverse, stable, resilient and prosperous. As of 2024, we sponsor four community and biodiversity field initiatives supporting more than 3,000 direct beneficiaries in four countries.

For select strategic natural raw materials sourced from high-risk countries, we join with third-party experts and IFF suppliers to develop and implement programs that address environmental and social challenges specific to the local community. Through these programs, such as our Sustainable Vanilla Program in Madagascar (learn more on page 18), we seek to raise awareness of critical sustainable development issues. Their objective is not only to create a long-term and stable supply of sustainable and high-quality raw materials across our supply chains, but also to ensure that these materials are sourced with respect for people and planet.

Our programs seek to address issues related to governance, traceability and labor rights issues, for example, as well as provide technical assistance to growers, including opportunities to develop alternative incomes. We also help suppliers adopt the best practices and risk mitigation measures that will help them sustainably increase their yields and incomes while strengthening their overall sustainability performance. In this way, we seek to reduce risks that could impact our entire value chain.

Our work in India and Algeria offers two examples.

GUAR SOURCING IN INDIA

Guar gum is a cost-effective, all-natural and label-friendly hydrocolloid and thickening agent used in a variety of dairy and plant-based consumer foods and beverages to control viscosity and build texture. In 2024, IFF continued the second-year extension of the sustainable guar sourcing project in partnership with our strategic guar supplier in India. The project is enhancing the resiliency of smallholder farmers, particularly women, through education and awareness-building to overcome the challenge of erratic rainfall in the region as well as the volatility of the guar market that may hinder remunerative profitability.

In 2024, we continued to work with our local supplier and local NGO partner to achieve the following:

- Provided training to 545 farmers on agroecology topics, including crop and livestock management, wild plants processing and agroforestry
- Facilitated two workshops for 85 farmers on seed biodiversity and drought resistance
- Promoted and highlighted female participation in guar farming through six workshops conducted for approximately 225 participants
- Supported approximately 330 farmers with market linkage for other crops and encouraged collective organization
- Raised awareness of more than 350 students in six schools on water and biodiversity preservation, agroecology and gender equality topics
- Enabled 485 farmers to benefit from premium pricing on guar volumes

Affected Communities (continued)

Looking ahead to 2025, we will continue to work with our local partners to promote sustainable guar farming practices, strengthen financial predictability and opportunities for farmers that encourage market stability and empower women farmers to increase participation in the supply chain.

LOCUST BEAN KERNEL SOURCING IN ALGERIA

In 2024, we initiated a new program for responsibly sourcing locust bean kernels in Algeria, seeking to create a more sustainable and equitable supply chain that will enhance transparency, foster positive impacts throughout the supply chain and improve wild collection practices. As a first step, in partnership with a third-party partner, we conducted thorough social and biodiversity baseline assessments in the wild collection areas aimed at understanding current conditions, identifying areas for improvement and advising on recommended next steps.

In particular, the social assessment focused on the local communities involved in the collection process, including factors such as working conditions, fair wages and community engagement. The biodiversity assessment examined the ecological impact of locust bean kernel collection to ensure that our practices support the conservation of local flora and fauna.

Looking ahead to 2025, we will be working to address any gaps identified during the assessments and launch initiatives to improve community livelihoods, promote sustainable harvesting practices, and enhance biodiversity conservation efforts.

Consumers and End Users

MATERIALITY AND GOVERNANCE

Our approach to determining our material impacts, risks and opportunities is described in General Disclosures. Material sub-topics include personal safety of consumers and/or end users and social inclusion of consumers and end-users.

Managerial responsibility for product safety and quality lies with IFF's Senior Vice President of Quality, who reports to IFF's Chief Operating Officer. Under their leadership, and in cooperation with regulators and trade associations, we manage a set of corporate policies and procedures for IFF to achieve product safety compliance in all countries where we operate. Our regulatory disclosure approach provides the framework for responding to product information requests from regulatory agencies while managing proprietary information.

QUALITY OPERATING MODEL		
Listen to the voice of the customer	**Drive quality as a cultural value**	**Reinforce quality principles**
Gathering and understanding customer feedback to improve customer satisfaction and gain trust.	Emphasizing leadership, message credibility, peer involvement and employee ownership.	Driving continuous improvement and leveraging best practices to standardize, benchmark, digitize and automate.
Creating value and gaining customer trust through quality service compliance and reducing enterprise risk cost		

POLICY

- Global Quality Policy

OUR APPROACH

Product safety and quality is rooted in our core principles, guiding everything we do. Our Quality Operating Model guides our approach to executing this commitment (see table).

Our promise is to never compromise on the safety or quality of any product, as it is our responsibility to protect our employees, customers, consumers and communities and shareholders.

LISTENING TO THE VOICE OF THE CUSTOMER

Equipped with insights directly from the voice of our customers, we proactively enhance the product safety and quality performance of our products in several ways. For example:**Product Marketing and Labeling:** We partner with our customers to help address potential marketing and labeling challenges. In the event of a product safety- or quality-related incident, we have a rigorous investigation and corrective action process through which we coordinate directly with our customers and regulatory authorities as needed. In the case of potential health concerns for customers, IFF has programs in place to voluntarily recall products.

Consumers and End Users (continued)

- **Customer Engagement:** We participate with our customers in partnership events to find new ways to collaborate and to discuss their expectations for product safety and quality. To continually assess the effectiveness of our management approach in these areas with our customers, and to drive continuous improvement, we track internal key performance indicators, such as year-over-year reductions in rejections and customer complaints. By using a business intelligence platform that aggregates and visualizes trend data over time, we are able to make real-time adjustments to our programs.

REINFORCING QUALITY PRINCIPLES

We are continually taking steps through our program and partnerships to reinforce quality principles and exemplify best practices in all that we do. For example, this includes:

- **Monitoring:** Our manufacturing facilities are certified to the standards that apply to each facility's specific product categories. Standards include, but are not limited to, the Global Food Safety Initiative (GFSI) for nutrition and animal feed products; EXCiPACT for excipient products; ISO 22716 for personal care and cosmetics and/or ISO 9001 Quality Management Systems. These standards are audited by external auditing bodies to determine our compliance. To reconfirm that IFF is in a ready state, we perform regular drills on our product safety and quality programs.
- **Quality control testing:** Each of our manufacturing facilities has a robust quality control program. This program focuses on evaluating the ingredients and produced formulas to confirm the safety, quality and efficacy of our products. We operate Product Integrity Analysis Labs that are strategically placed in global regions. These labs have the capability and expertise to test raw materials to identify potential contamination at low levels and determine if raw materials are meeting new and/or existing regulations.
- **Investing and improving:** In recent years, we have made significant investments in new high-end equipment to improve IFF's contaminant testing labs and prepare for pending regulatory changes in the U.S. and Europe. Specifically, the equipment will support action levels for mineral oil-saturated hydrocarbons (MOSH), mineral oil aromatic hydrocarbons (MOAH) and per- and polyfluoroalkyl substances, known as PFAS. Having this equipment and technical expertise in-house provides us the opportunity to gain additional knowledge on complex ingredients and work in collaboration with the industry and customers.
- **Automating:** We seek to simplify processes and automate programs by leveraging technology in new ways and harnessing new efficiencies through digitalization.

BIOTECHNOLOGY & CONSUMER PRODUCTS

IFF is well-positioned to responsibly use modern biotechnology as a toolkit to develop safe and sustainable products tailored to the needs of our customers across the spectrum of food, health and consumer products and to produce them in volumes relevant to society at large. We also support broader awareness and acceptance of responsible biotechnology use in food processing among our customers and other stakeholders.

IFF also promotes discussion with our customers and other stakeholders (e.g., NGOs and policymakers) to facilitate science-based positioning and decision-making on contemporary issues such as ultra-processed foods and the use of biotechnology for bio-based manufacture of ingredients and materials. During these discussions, IFF provides objective technical information on the benefits of processing (such as consumer convenience, longer shelf life and reduced food waste) and the role of our products (e.g., enzymes in food and feed) in maximizing those benefits.

Business Conduct

MATERIALITY AND GOVERNANCE

Our approach to determining our material impacts, risks and opportunities is described in General Disclosures. We are proud of our commitment to conducting business with the highest standards of ethics, honesty and integrity, and in compliance with all applicable laws and regulations. Material sub-topics include management of relationships with suppliers (including payment practices), animal welfare and corporate culture. For more information regarding our double materiality process, please refer to our General Disclosures.

Our global ethics and compliance program is led by our Chief Compliance Officer, who reports to IFF's General Counsel. The General Counsel or Chief Compliance Officer provides regular updates to the Board of Directors, the Audit Committee of the Board and the Executive Leadership Team, including the CEO, on matters related to compliance.

OUR APPROACH

POLICIES

- Code of Conduct
- Code of Conduct for the Board of Directors
- Code of Conduct for Executives
- SpeakUp: Reporting Concerns & Non-Retaliation Policy
- Vendor Code of Conduct
- Anti-Bribery Policy
- Animal Testing Policy
- Animal Testing Statement
- Conflict of Interest Policy (internal)
- Antitrust and Competition Policy (internal)

Our Code of Conduct ("Code") forms the basis of how we expect IFF employees to conduct themselves. Available in 25 languages on our Policy Center, the Code outlines our values, sets the ethical tone for our organization and serves as a compass outlining the general workplace standards and policies to which all our employees are expected to adhere. The Code also provides practical guidance for situations that employees may encounter throughout their careers, including scenarios about ethical dilemmas.

BUSINESS ETHICS

As a multinational manufacturer with locations in over 70 countries, we recognize that certain functions might be at a higher risk of bribery and corruption as a result of their job responsibilities. These functions include: procurement, sales, marketing, logistics, import/export, permitting, supply chain management, accounting and tax. Engaging with third-party agents, distributors and government officials can also introduce additional risks. To mitigate these risks, we regularly conduct training sessions reinforcing our Anti-Bribery Policy and expectations of ethical, honest and transparent business practices at IFF for these groups.

IFF conducts periodic compliance risk assessments to assess corruption risks within or related to our organization. Insights from such risk assessments help us continuously improve our efforts to combat corruption, including by informing the design of our policies and procedures and helping us measure the effectiveness of our management approach. In 2024, we conducted a global Anti-Bribery and Anti-Corruption Risk Assessment to proactively identify potential areas of improvement, allowing us to take preventative measures to actively mitigate those risks and to allocate resources more efficiently toward implementing the necessary controls.

Business Conduct (continued)

All IFF employees, including temporary employees (contingent workers and contractors), directors and officers in all our regions around the world are responsible for reviewing, understanding and complying with the Code of Conduct and related compliance policies and procedures that we make available and communicate about throughout the year. Employees, directors and officers complete mandatory annual ethics and compliance training every year, and new hires are also required to complete online Code of Conduct training as part of our onboarding process.

In 2024, 100% of the total workforce was trained on business ethics issues related to the expectations outlined in our Code of Conduct. The type of training was tailored to the type of employee and their role, and 100% of employees completed the trainings assigned to them. Topics included conflicts of interest, data privacy, antitrust and fair competition, and our whistleblower policy. Training modules were made available in 24 languages. As part of the completion requirements, all employees also certified that they read, understood and agreed to comply with IFF's Code of Conduct and other applicable company policies.

Through additional training opportunities and internal communications channels during the year, we also seek to ensure that employees understand other important compliance topics as well, such as workplace harassment, reporting concerns, information security, political contributions and use of company assets. For example, in addition to the annual global business ethics training campaign described above, in 2024 we also conducted targeted trainings for select employee groups based on their specific areas of responsibility. This included Integrity Training for plant managers as part of the IFF University Plant Manager Program, which covered ethics and compliance expectations for leaders. For employees whose roles require direct or indirect interactions with government officials, we required an additional Anti-Bribery training focused on government interactions to raise awareness about bribery and corruption risks and to provide related tools and resources. We also conducted targeted live anti-bribery and antitrust and fair competition trainings for particular employee groups based on their job roles.

In 2024, we also continued to leverage our Ethics Champions network of employees to help promote our ethics and compliance initiatives and communications at the site level, such as training campaigns, SpeakUp Policy expectations or guidelines on our ongoing obligations for compliance disclosures. The support of this global network was crucial for the success of the 2024 annual compliance training campaign. The network includes more than 160 Champions covering approximately 180 IFF sites globally.

ETHICS & COMPLIANCE DISCLOSURE

To help collect and track annual and ongoing certifications and disclosures related to employees' adherence to the Code and policies, in 2024 we continued our mandatory Ethics and Compliance Disclosure campaign, consisting of a mandatory online questionnaire in 11 languages to a targeted group of IFF employees.

In alignment with our Anti-Bribery Policy and internal Conflict of Interest Policy, in 2024 we also continued to promote the Ongoing Compliance Disclosure process, according to which every IFF employee must, in real time:

- Disclose actual, potential or perceived conflicts of interest.
- Disclose gifts or hospitality of any amount to government officials (such as the payment for hotel, transportation, meal and entertainment expenses or anything of value provided or offered on behalf of IFF) within 30 days of giving.
- Request pre-approval for gift- and hospitality-related expenses involving government officials that exceed USD 25 (or local currency equivalent) 14 days prior to the event. Such disclosures must be submitted online via the IFF Ethics and Compliance Portal, accessible via our intranet.

SPEAKUP: REPORTING CONCERNS

The success of IFF depends on employees acting ethically, speaking up and seeking advice when in doubt. All employees have an obligation to conduct business in full compliance with the Code of Conduct, IFF policies and applicable laws and regulations. We strive to maintain an environment of trust and confidence where potential issues or concerns that could compromise the health and well-being of our employees or the reputation of IFF are promptly brought to our attention. To support this process, we offer a corporate whistleblower hotline as well as additional reporting channels for use by our employees, customers, business partners and the public.

As outlined in our SpeakUp: Reporting Concerns & Non-Retaliation Policy, anyone who has knowledge of potential misconduct, unethical activity, violations of our Code or other policies or other applicable laws is encouraged to "speak up" in one of the following ways:

- Direct outreach to an IFF manager/supervisor or a member of IFF's Human Resources, Legal or Global Ethics & Compliance teams.
- Email our Global Ethics & Compliance team at compliance@iff.com.
- Online via the iff.com/speakup web-based reporting tool, hosted by an independent third-party service provider.
- Phone hotline, using the telephone numbers listed at iff.com/speakup, available in more than 25 languages, 24 hours a day, 365 days a year.

IFF takes all reports of potential violations or misconduct seriously and is committed to reviewing and investigating them. When making a report, individuals have the option to request anonymity if allowed under local law. When a report is submitted, details of the report are kept as confidential as possible, consistent with the investigation. Select members of the Ethics and Compliance team review the report and assign an appropriate investigator to the case, depending on the location and the type of concern. The Ethics and Compliance team meets regularly to monitor the progress of the cases and to ensure timely closures.

IFF's Audit Committee receives regular updates on SpeakUp reporting, including trends, data analytics and reports related to potential fraud, bribery, corruption, theft or other potentially significant concerns. IFF strictly forbids reprisal, retaliation or subsequent discrimination against any person who, in good faith, raises a concern or reports possible misconduct. Violations of the Code, IFF policies and all applicable laws and regulations—and attempts to conceal violations—may result in disciplinary action up to and including termination of employment.

In 2024, 317 reports of potential violations of the Code of Conduct were reported, 100% of which were or are being investigated, and 135 were substantiated or partially substantiated. Reported issue types included concerns about employee relations, the potential misuse of corporate assets and conflicts of interest. We believe the volume of SpeakUp reports is an indication of the success of our concerted efforts to communicate broadly about the availability of our SpeakUp channels and the case management system. In IFF's 2024 employee engagement survey, 93% of participants responded "agree" or "strongly agree" to the statement, "I know how to report suspected unethical business practices."

CYBERSECURITY

IFF has governance mechanisms implemented to oversee cybersecurity activities, including the following:

Board-level responsibility: The Board of Directors is responsible for overseeing and reviewing with management the Company's cybersecurity risks and the policies and practices established to manage such risks. In that effort, the Board of Directors delegates certain responsibilities to our Audit Committee. This committee-level focus on cybersecurity allows the Board to further enhance its understanding of these issues as it continues to have overall oversight responsibility for risk. The Audit Committee assists the Board of Directors in its oversight by staying apprised of our cybersecurity programs, strategy, policies, standards, architecture, processes and material risks, and by overseeing response to cybersecurity incidents. Our Audit Committee receives from management updates, at least quarterly, on material security risks, including any material incidents, relevant industry developments, threat vectors and material risks identified in periodic penetration tests or vulnerability scans.

Executive-level responsibility: Our Chief Information Officer (CIO) is responsible for delivering on the Company's global Information Technology (IT) strategy, including infrastructure, data and analytics, application delivery, end-user services,

cybersecurity risk management and the digital technology transformation program. The IT leadership team leads the implementation of the IT strategy and the day-to-day operations. Under the guidance of the CIO, our Chief Information Security Officer (CISO) leads the Cybersecurity, Risk & Compliance Team (CRC, formerly Information Security, or InfoSec). This includes the Cyber Fusion Center, Infrastructure Security, Identity and Access Management, Application Security, Data Security, and CRC Governance, Risk and Compliance. Identity and Access Management, Application Security, Data Security, and CRC Governance, Risk and Compliance. CRC is overseen by the Cybersecurity Steering Committee, comprising senior leaders representing all corporate functions and business units, and the Cybersecurity Governance Review Board, comprise the IT leadership team and the CRC leadership team. CRC is governed in coordination with IFF's ERM Committee and is aligned with the U.S. National Institute of Standards and Technology (NIST) Cybersecurity Framework. CRC's mission is to design, implement and maintain a cybersecurity program that protects the confidentiality, integrity and availability of IFF.

CYBERSECURITY POLICIES

To manage cybersecurity risks (including service disruption, data leakage, cyber fraud and Nth party cyber risk), we have approximately 30 internal cybersecurity policies, guidelines and standards available on our intranet. These policies address high-level control objectives and specific control statements that outline requirements across various areas based on ISO 27001, NIST 800-53 and the Cybersecurity Operating Model.

Our internal Information Security Management System (ISMS) Manual serves as the overarching document for Cybersecurity Program governance. It outlines IFF's current strategic cybersecurity objectives, roles, responsibilities and policies. We also maintain the CRC team's Standard Operating Procedures and technical specifications, such as the Cybersecurity Incident Response Plan and the ISMS Communication Plan, which summarize the steps to take upon detection of a cybersecurity-related incident and provides guidance on handling and communicating cybersecurity incidents affecting IFF. Other examples of internal cybersecurity documents include:

- ISMS Performance Review Procedure: Continuously improving information security systems
- Cybersecurity Data Security Policy: Ensuring integrity and protection of data
- Cybersecurity Logging and Monitoring Policy and Cybersecurity Incident Management Policy: Monitoring and responding to information security threats
- ISMS Manual: Establishing individual responsibilities for information security for the entire workforce
- Cybersecurity Vendor/Third-Party Risk Policy: Establishing information security requirements for third parties (e.g., suppliers)

CYBERSECURITY MANAGEMENT PROGRAMS

IFF has a robust cybersecurity management program that covers multiple elements, including, but not limited to:

Cybersecurity-related business continuity plans: As part of IFF's overall risk management system and processes, our comprehensive Cybersecurity Incident Response Plan outlines processes to identify, detect, assess, respond to and recover from cybersecurity threats, including risks relating to disruption of business operations or financial reporting systems, intellectual property theft, fraud, extortion, harm to employees or customer, violation of privacy laws and other litigation/legal risk and reputational risk.

In the event of an unplanned event, incident or breach that may take critical IFF systems offline, our crisis management and disaster recovery procedures outline how we will continue to operate. Our internal Cybersecurity Resiliency Policy outlines security controls to ensure that IFF's critical business processes and support systems remain functional within an acceptable timeframe following an unplanned business process failure. In 2024, we did not experience any material[20] information security incidents or breaches of personal data.

Cybersecurity vulnerability analysis: Recognizing that cyber threats constantly evolve, we stay ahead of risks by proactively conducting vulnerability analyses and continually evaluating the effectiveness of our systems. In 2024, we engaged independent partners to assess the current state and maturity of our cybersecurity program and to conduct an end-to-end penetration test, which included a simulated cyberattack. Additionally, we partnered with an external company to conduct a cyber exercise to test our incident response protocols with executive leaders, focused

20 Material cybersecurity incidents are determined according to IFF's Cybersecurity Incident Response Plan.

Business Conduct (continued)

on understanding the key considerations during an incident (e.g., time pressures and decision-making trade-offs) as well as identifying ideas for enhancing our Cybersecurity Incident Response Plan. Assessment results were presented to the Audit Committee and the full Board and were used to update our Cybersecurity Incident Response Plan. This includes incorporating lessons learned and opportunities for improvement into governance and operations, program integration, metrics and reporting and technology enablement.

Independent external audit of the IT infrastructure and/or cybersecurity management systems: In accordance with our internal Cybersecurity Compliance & Audit Policy, we periodically conduct risk assessments to assess the severity and likelihood of potential incidents as well as audit systems for compliance with applicable policies and controls. We participate in external audits of our control procedures, policies and compliance mechanisms to ensure their effectiveness and confirm adherence. CRC reviews all audit results and findings with auditors, tracks findings to ensure prompt resolutions or mitigating controls, and regularly reports remediation status to management until each finding is closed. We also annually re-certify compliance with the Sarbanes-Oxley Act, governed by the U.S. Securities and Exchange Commission, to improve the accuracy of corporate disclosures and to protect shareholders and the public from accounting errors and fraudulent practices in enterprises.

Internal audits of the IT infrastructure and/or Cybersecurity management systems: Following company-wide security gap assessments and internal audits in 2023 and 2024, we continued to progress toward ISO27001 certification, the international standard for information security management. In 2025, we plan to complete the final steps toward certification, including a final external audit.

Escalation process for employees to report incidents, vulnerabilities or suspicious activities: All IFF personnel can directly report a suspected or confirmed cybersecurity incident, data breach or related concern to InfoSec@iff.com. Users may also confidentially report concerns or violations without fear of retaliation through our dedicated reporting channel at http://iff.com/speakup.

Cybersecurity awareness training: In addition to our dedicated leadership team overseeing CRC, we view cybersecurity as a shared responsibility, and to best protect our network, computers and data from threats, we empower our employees to be our first line of defense. To that end, all employees globally complete annual mandatory cybersecurity training on email security, password security and our Acceptable Use Policy. We use email security, endpoint security, logging and monitoring, remote access, application security and other tools to deter threat actors, block malicious/phishing emails and avoid IT system interruptions.

To keep employees engaged and informed of the latest information, we update our required cybersecurity training topics every year. In 2024, the package covered malicious email attacks, insider threats, social engineering, passwords and physical security.

Appendix

The Appendix includes additional information, including membership associations and performance data as well as our reporting framework indices in line with the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB) and the Task-Force on Climate-Related Financial Disclosures (TCFD).

Membership Associations

The following is a selection of the industry associations, other membership associations, national or international advocacy organizations or partnerships in which IFF participates. It does not represent an exhaustive list. Leadership positions held are also noted, where applicable.

MEMBERSHIP ASSOCIATIONS	
Alternative Fuels & Chemicals Coalition (AFCC)	
American Chemical Council	
American Cleaning Institute (ACI)	Board of Directors
Animal-Free Safety Assessment Collaboration (AFSA)	
Animal Nutrition Association of Canada	
Associação Brasileira da Indústria e Comércio de Ingredientes e Aditivos para Alimentos (ABIAM)	
Associação Brasileira de Biotecnologia Industrial (ABBI)	
Association for Chemoreception Sciences (AChemS)	
Association of Manufacturers and Formulators of Enzyme Products (AMFEP)	Executive Committee, President
Bio-based Industries Consortium (BIC)	
Chinese Institute of Food Science and Technology (CIFST)	
Cosmetic Executive Women	Board of Governors
Cosmetics Europe	
Cosmetic Valley	
Delaware State Chamber of Commerce	
Disability:IN Inclusion Works	Accessibility Leadership Committee
Distillers Grains Technology Council (DGTC)	
Enzyme Technical Association (ETA)	Executive Committee, Treasurer
EU Association of Specialty Feed Ingredients and their Mixtures (FEFANA)	
European Association for Bioindustries (EuropaBio)	Council Chair, Executive Committee, Board Member
European Bioplastics (EUBP)	
European Chemical Industry Council (Cefic)	
European Federation for Cosmetic Ingredients (EFfCI)	
European Federation of Essential Oils (EFEO)	Board of Directors
European Food Emulsifiers Manufacturers Association (EFEMA)	
European Food & Feed Cultures Association (EFFCA)	
European Organization of Cosmetic Ingredients Industries and Services (UNITIS)	Board of Directors, Treasurer
European Primary Food Processing Industry (PFP)	Board of Directors, PFP President
European Renewable Ethanol Association (ePURE)	
European Vegetable Protein Association (Euvepro)	Board of Directors
EU Specialty Food Ingredients (EUSFI)	Board of Directors
Feed Ingredient & Premix of Asia (FIPAA)	Board of Directors
FEEDLATINA	
FELGBTI+ (La Federación Estatal de Lesbianas, Gais, Trans, Bisexuales, Intersexuales y más)	
FoodDrinkEurope	Board of Directors
Flavor and Extract Manufacturers Association of the United States (FEMA)	Board of Governors
The Fragrance Foundation	Board of Directors

MEMBERSHIP ASSOCIATIONS

continued

MEMBERSHIP ASSOCIATIONS	
Fragrance Creators Association	Board of Directors
Friends of Champions 12.3 network	
Fuels America	
Growth Energy	
Household & Commercial Products Association (HCPA)	Board of Directors
Institute for the Advancement of Food and Nutrition (IAFNS)	Scientific Leadership Council
International Association for Soaps, Detergents and Maintenance Products (A.I.S.E.)	
International Collaboration on Cosmetic Safety	Board Member
International Federation of Essential Oils and Aroma Trades (EFEO)	
International Food Additives Council (IFAC)	Board Member
International Food Information Council (IFIC)	Board of Directors
International Fragrance Association (IFRA)	Board of Directors
International Humane Society (HSI)	
International Organization of the Flavor Industry (IOFI)	Board of Directors
International Pharmaceutical Excipients Council (IPEC)	Executive Committee, Past Chair
International Probiotics Association (IPA)	VP, Executive Board of Directors
International Special Dietary Foods Industries (ISDI)	
Marinalg International	Board of Directors
North American Sustainable Palm Oil Network (NASPON)	
National Association of Corporate Directors	
Natural Products Association (NPA)	Board of Directors
Personal Care Products Council (PCPC)	Board of Directors
Pharmabiotic Research Institute (PRI)	
Renewable Carbon Initiative (RCI)	Board Member
Renewable Fuels Association (RFA)	
Research Institute for Fragrance Materials (RIFM)	Board of Directors, Chairman
Round Table on Responsible Soy Association (RTRS)	
Roundtable on Sustainable Biomaterials (RSB)	
Roundtable on Sustainable Palm Oil (RSPO)	
Sedex	
Self-Care Association of South Africa	
Society for Corporate Governance	
The Society of Flavor Chemists	
Soy Nutrition Institute Global (SNIG)	Board of Directors, President
Supplement Safety & Compliance Initiative (SSCI)	
Sustainable Brands	
Together for Sustainability	
Union for Ethical BioTrade (UEBT)	
Upcycled Food Association	
Workplace Pride	
World Customs Organization	

Performance Data

ENVIRONMENTAL DATA

	UNIT	2021	2022	2023	2024
SCOPE 1 AND SCOPE 2 GHG EMISSIONS					
Direct emissions (Scope 1)	Metric Tons CO_2e	889,095	828,178	694,072	740,032
CO_2	Metric Tons CO_2e	869,593	811,050	676,017	725,738
CH_4	Metric Tons CO_2e	846	816	683	622
N_2O	Metric Tons CO_2e	2,074	2,028	1,702	1,482
Refrigerants	Metric Tons CO_2e	16,582	14,285	13,748	12,269
Operated direct emissions (Scope 1) by source					
Fuel combustion	%	98.1	98.3	98.0	98.3
Other	%	1.9	1.7	2.1	1.7
Operated indirect emissions (market-based Scope 2)	Metric Tons CO_2e	1,023,016	961,357	824,185	909,414
CO_2	Metric Tons CO_2e	1,020,584	959,174	822,964	908,120
CH_4	Metric Tons CO_2e	996	862	464	500
N_2O	Metric Tons CO_2e	1,436	1,320	757	794
Operated indirect emissions (location-based Scope 2)	Metric Tons CO_2e	969,798	894,118	837,194	880,429
CO_2	Metric Tons CO_2e	964,547	889,198	833,046	876,353
CH_4	Metric Tons CO_2e	2,076	1,946	1,544	1,474
N_2O	Metric Tons CO_2e	3,175	2,974	2,604	2,602
Scope 1 and Scope 2 (market-based) GHG emissions intensity	Metric Tons CO_2e / Metric Ton	0.9483	0.9908	1.0228	1.0535

ENVIRONMENTAL DATA

continued

	UNIT	2021	2022	2023	2024
SCOPE 3 GHG EMISSIONS					
Indirect emissions (Scope 3)	Metric Tons CO_2e	8,636,948(R)	9,375,583(R)	6,091,002(R)	5,689,369
Purchased goods and services (Category 1)	Metric Tons CO_2e	6,456,862	6,894,125	4,346,181	4,027,665
Capital goods (Category 2)	Metric Tons CO_2e	44,999	94,769	98,573	63,980
Fuel-and-energy-related activities (Category 3)	Metric Tons CO_2e	438,817	463,037	379,379(R)	351,720
Upstream transportation and distribution (Category 4)	Metric Tons CO_2e	513,630	769,409	444,929	382,443
Waste generated in operations (Category 5)	Metric Tons CO_2e	187,242	291,960	131,275	127,013
Business travel (air travel only) (Category 6)	Metric Tons CO_2e	2,398	3,283	6,381	16,101
Employee commuting (Category 7)	Metric Tons CO_2e	41,000	42,000	36,525	38,080
Downstream transportation and distribution (Category 9)	Metric Tons CO_2e	214,000	150,000	109,615	115,887
Processing of sold products (Category 10)	Metric Tons CO_2e	113,000	107,000	77,992	77,044
End-of-life treatment of sold products (Category 12)	Metric Tons CO_2e	625,000	560,000	460,152	489,508
BIOGENIC CO2 EMISSIONS					
CO_2 emissions from biomass burned onsite	Metric Tons CO_2e	192,946	182,637	153,082	127,703
HYDROCHLOROFLUOROCARBON (HCFC) EMISSIONS					
HCFC emissions from refrigerants used onsite	Metric Tons CO_2e	2,437	1,652	1,854	2,347
AIR EMISSIONS (EXCLUDES GHGS)*					
Volatile organic compounds (VOCs)	Metric Tons	42.98	45.01	44.51	47.79
NO_X emissions	Metric Tons	414.88	382.94	423.87	121.31
SO_X emissions	Metric Tons	157.24	116.68	116.59	158.22
Particulate matter emissions	Metric Tons	61.49	56.85	363.30	260.65
CO emissions	Metric Tons	668.65	620.84	918.60	853.33

* Air emissions are estimated based on fuel consumption as well as onsite flare emissions. Local regulatory reporting values may differ. For 2023 and 2024, data reported includes biomass, diesel (mobile), gasoline (petrol), liquefied natural gas (LNG), and propane (mobile). These sources were not included in data reported in 2021 and 2022.

(R) Restatements:
- Total Scope 3 values for 2021, 2022 and 2023 have increased from prior reports as IFF is now including GHG Protocol categories 7, 8, 9, 10, 12.
- 2023 Scope 3 Category 3 was restated due to the discovery of a data inconsistency.

ENVIRONMENTAL DATA

continued

	UNIT	2021	2022	2023	2024
ENERGY USE					
Nonrenewable fuels (nuclear fuels, coal, oil, natural gas, etc.) purchased and consumed	MWh	4,535,925	4,241,375	3,504,252	3,732,943
Nonrenewable electricity purchased	MWh	1,698,651	1,706,873	1,296,479	1,395,714
Steam/heating/cooling and other energy (nonrenewable) purchased and consumed	MWh	1,284,212	1,265,848	1,075,689	1,206,918
Total renewable energy (wind, solar, biomass, hydroelectric, geothermal, etc.) purchased or generated	MWh	898,558	774,340	889,692	850,412
Total nonrenewable energy consumption	MWh	7,518,788	7,214,095	5,876,420	6,335,574
Production energy intensity	MWh	4.18	4.42	4.56	4.59
Electricity	MWh/Metric Ton	0.84	0.86	0.67	0.69
Purchased steam, district heating	MWh/Metric Ton	0.57	0.63	0.64	0.68
Fuel oil, LPG (propane) and LNG	MWh/Metric Ton	0.07	0.05	0.04	0.05
Natural gas	MWh/Metric Ton	2.18	2.30	2.32	2.34
Process-derived	MWh/Metric Ton	0.07	0.08	0.09	0.10
Renewable electricity (purchased and onsite)	MWh/Metric Ton	0.16	0.14	0.27	0.29
Biomass	MWh/Metric Ton	0.28	0.28	0.32	0.25
Direct energy use	Thousand MWh	5,244	4,894	4,121	4,279
Natural gas	Thousand MWh	4,404	4,147	3,438	3,658
Diesel	Thousand MWh	68	47	30	39
Nonrenewable energy used in onsite mobile sources (i.e., trucks, forklifts, cars, etc.)	Thousand MWh	42	20	9	9
Purchased electricity	Thousand MWh	2,029	1,798	1,402	1,522
Renewable energy certificates (RECs)*	Thousand MWh	92	252	401	449

* This includes RECs from onsite generated green electricity, as well as renewable purchasing.

ENVIRONMENTAL DATA

continued

	UNIT	2021	2022	2023	2024
WATER WITHDRAWAL					
Total water withdrawal	Megaliters	95,460	93,310	79,033	80,552
Surface water(R)	Megaliters	43,830	33,588	29,364	30,250
Seawater(R)	Megaliters	16,480	24,134	19,956	19,290
Municipal	Megaliters	17,990	17,596	15,493	17,741
Groundwater	Megaliters	17,020	17,395	13,721	12,662
Process water	Megaliters	140	597	499	542
Rainwater	Megaliters	-	-	-	67
Total water withdrawal in regions with high/extremely high water stress	Megaliters	747	3,589	8,051	7,287
Surface water	Megaliters	-	-	4,907	4,437
Seawater	Megaliters	-	-	-	-
Municipal	Megaliters	692	1,697	1,680	1,709
Groundwater	Megaliters	55	1,865	1,444	1,119
Process water	Megaliters	-	27	20	22
WATER DISCHARGE*					
Total water discharge	Megaliters	64,340	81,437	71,113	72,539
Surface water(R)	Megaliters	33,510	39,461	35,156	33,693
Seawater(R)	Megaliters	16,630	24,132	19,813	19,154
Municipal	Megaliters	9,380	12,852	11,516	12,911
Groundwater	Megaliters	4,660	4,986	4,622	6,774
Truck rail	Megaliters	160	6	6	7
Total water discharge in regions with high/extremely high water stress	Megaliters	634	2,590	6,745	5,930

* IFF does not currently have freshwater and other water split out at this time as per GRI definitions (i. Freshwater (≤1,000 mg/L Total Dissolved Solids); ii. Other water (>1,000 mg/L Total Dissolved Solids). Total water consumption is calculated by total water withdrawal minus total water discharge.

(R) Restatements:
- Prior to 2024, the water withdrawal category "surface water" had included seawater, but we have now broken that out into two separate reportable figures for 2021–2024.

ENVIRONMENTAL DATA

continued

	UNIT	2021	2022	2023	2024
WATER CONSUMPTION*					
Total water consumption	Megaliters	31,120	11,873	7,920	8,013
Total water consumption from all areas with high/extremely high baseline water stress	Megaliters	113	999	1,306	1,357
SOLID WASTE					
Nonhazardous waste	Thousand Metric Tons	502.4	494.0	452.7	475.6
Recycle/compost	Thousand Metric Tons	290.1	290.2	272.6	284.7
Reuse	Thousand Metric Tons	59.2	58.8	39.4	43.9
Landfill	Thousand Metric Tons	42.1	26.8	52.2	49.9
Other recovery	Thousand Metric Tons	8.0	14.3	9.0	11.7
Incineration	Thousand Metric Tons	103.0	103.9	79.6	85.4
Offsite incineration (with energy recovery)	Thousand Metric Tons	97.0	97.0	76.2	82.3
Offsite incineration (without energy recovery)	Thousand Metric Tons	6.0	6.9	3.4	3.1
Onsite incineration (with energy recovery)	Thousand Metric Tons	0.0	0.0	0.0	0.0
Onsite incineration (without energy recovery)	Thousand Metric Tons	0.0	0.0	0.0	0.0

* IFF does not currently have freshwater and other water split out at this time as per GRI definitions (i. Freshwater (≤1,000 mg/L Total Dissolved Solids); ii. Other water (>1,000 mg/L Total Dissolved Solids). Total water consumption is calculated by total water withdrawal minus total water discharge.

Note:
GHG Direct (Scope 1) emissions consist of CO2, CH4 and N2O.

Location-based Scope 2 emissions are lower than market-based Scope 2 emissions due to the use of residual mix emission factors versus country-specific or region-specific emission factors for select facilities.

IEA Emissions Factors are in accordance with the IPCC Sixth Assessment cycle in IFF's 2024 reporting, where applicable. Global warming potentials used: CO2: 1; CH4: 25; and N2O: 298.

For Scope 3 Category 6 in the years 2021, 2022, 2023, IFF includes Tank-to-Wheel (TTW) and Well-to-Tank (WTT) per the Science Based Targets initiative (SBTi) requirement.

The production volume (intensity factor) for 2021, 2022, 2023 and 2024 were: 2,016,438 metric tons; 1,806,119 metric tons; 1,484,363 metric tons; and 1,565,736 metric tons, respectively.

ENVIRONMENTAL DATA

continued

	UNIT	2021	2022	2023	2024
SOLID WASTE (CONTINUED)					
Hazardous waste	Thousand Metric Tons	45.4	179.9	28.4	27.4
Recovery/reuse/recycle	Thousand Metric Tons	5.5	3.4	3.2	1.7
Landfill	Thousand Metric Tons	0.9	0.5	1.9	0.2
Composted	Thousand Metric Tons	0.0	0.0	0.0	0.0
Other	Thousand Metric Tons	6.8	15.8	5.2	6.8
Incineration	Thousand Metric Tons	32.2	160.2	18.1	18.8
Offsite incineration (with energy recovery)	Thousand Metric Tons	2.7	9.6	3.9	3.8
Offsite incineration (without energy recovery)	Thousand Metric Tons	29.5	150.6	14.2	15.0
Onsite incineration (with energy recovery)	Thousand Metric Tons	0.0	0.0	0.0	0.0
Onsite incineration (without energy recovery)	Thousand Metric Tons	0.0	0.0	0.0	0.0
Total waste (hazardous + nonhazardous)	Thousand metric tons	547.8	673.9	481.1	503.0
OTHER ENVIRONMENTAL INDICATORS*					
ISO 14001-certified operations	% of production	95	96	98	98
ISO 14001-certified operations	# of sites	30	48	48	44

* This data reflects large facilities' ISO14001 certification status. Facility size is defined by production volume annually, based on statistic quartiles and averaging the second and third quartile which minimizes effects of outliers. Please note that IFF has many small and medium sites that are ISO14001 certified but are not included in this data.

WORKFORCE DATA

	2022	2023	2024
EMPLOYMENT CONTRACT			
Permanent employees	24,586	21,458	22,430
Temporary employees (contingent workers)	1,245	767	4,889
Interns	603	572	392
Permanent employees covered by collective bargaining agreements	20.6%	17.0%	22.1%
PERMANENT EMPLOYEE TYPE			
Full-time	22,826	20,610	21,745
Part-time	1,760	848	685
PERMANENT EMPLOYEE GENDER			
Male	15,686	13,416	13,795
Female	8,899	8,042	8,461
Not declared	-	-	174

	2022	2023	2024
PERMANENT EMPLOYEE HIRES AND HIRE RATE			
New hires	3,930	2,202	3,078
New hire rate	16.0%	10.0%	13.7%
PERMANENT EMPLOYEE TURNOVER COUNT			
Voluntary	2,387	1,678	1,567
Involuntary	975	3,364	987
Retirement and other	325	293	0
Total	**3,687**	**5,335**	**2,554**
PERMANENT EMPLOYEE TURNOVER RATE			
Voluntary	9.7%	7.3%	7.1%
Involuntary	4.0%	14.7%	4.5%
Retirement and other	1.3%	1.3%	0.0%
Total	**15.0%**	**23.3%**	**11.6%**

WORKFORCE DATA

continued

	2022			2023			2024			
GENDER DIVERSITY BY REGION (PERMANENT EMPLOYEES)										
	TOTAL	% MALE	% FEMALE	TOTAL	% MALE	% FEMALE	TOTAL	% MALE	% FEMALE	% NOT DECLARED
Europe, Africa and Middle East	10,600	62%	38%	9,174	61%	39%	8,948	59.6%	39.4%	1.0%
Greater Asia	4,673	64%	36%	4,110	63%	37%	4,842	60.6%	38.4%	1.0%
Latin America	3,563	65%	35%	2,956	64%	36%	3,223	62.1%	37.1%	0.8%
North America	5,750	66%	34%	5,218	65%	35%	5,417	65.1%	34.7%	0.2%
Total	**24,586**	**64%**	**36%**	**21,458**	**63%**	**38%**	**22,430**	**61.5%**	**37.7%**	**0.8%**
GENDER DIVERSITY BY EMPLOYEE CATEGORY (PERMANENT EMPLOYEES)										
Executive management	12	75%	25%	11	73%	27%	13	69.2%	30.8%	0.0%
Upper management	70	66%	34%	80	65%	35%	78	62.8%	37.2%	0.0%
Middle management	1,481	63%	37%	1,496	62%	38%	1,589	60.9%	39.1%	0.0%
Junior management	8,683	52%	48%	7,648	50%	50%	7,751	49.1%	50.5%	0.4%
Operational	14,340	71%	29%	12,223	70%	30%	12,999	69.0%	29.9%	1.1%
Total	**24,586**	**64%**	**36%**	**21,458**	**63%**	**37%**	**22,430**	**61.5%**	**37.7%**	**0.8%**

Notes:
Total women in management roles is comprised of women in the employee categories of Executive, Upper and Middle management.

WORKFORCE DATA

continued

	2022			2023			2024		
AGE DIVERSITY BY REGION (PERMANENT EMPLOYEES)									
	AGE <30	AGE 30-50	AGE >50	AGE <30	AGE 30-50	AGE >50	AGE <30	AGE 30-50	AGE >50
Europe, Africa and Middle East	1,481	5,826	3,293	1,193	5,075	2,906	1,206	4,824	2,918
Greater Asia	928	2,988	757	756	2,712	642	1,008	3,149	685
Latin America	872	2,168	523	607	1,885	464	686	2,024	513
North America	908	2,794	2,048	775	2,617	1,826	856	2,704	1,857
Total	**4,189**	**13,776**	**6,621**	**3,331**	**12,289**	**5,838**	**3,756**	**12,701**	**5,973**
AGE DIVERSITY BY EMPLOYEE CATEGORY (PERMANENT EMPLOYEES)									
Executive management	0	3	9	0	3	8	0	3	10
Upper management	0	25	45	0	27	53	0	25	53
Middle management	2	702	777	0	739	757	0	797	792
Junior management	788	5,574	2,321	624	5,040	1,984	744	5,091	1,916
Operational	3,399	7,472	3,469	2,707	6,480	3,036	3,012	6,785	3,202
Total	**4,189**	**13,776**	**6,621**	**3,331**	**12,289**	**5,838**	**3,756**	**12,701**	**5,973**

WORKFORCE DATA

continued

	ASIAN*			BLACK OR AFRICAN AMERICAN			HISPANIC OR LATINO			NATIVE AMERICAN OR ALASKAN		
ETHNIC DIVERSITY BY EMPLOYEE CATEGORY (PERMANENT EMPLOYEES, U.S. ONLY)												
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Executive management	1	-	-	1	1	-	-	-	2	-	-	-
Upper management	3	5	5	-	-	-	6	5	2	-	-	-
Middle management	81	76	89	18	13	18	40	39	38	1	1	1
Junior management	253	243	256	101	89	96	119	107	113	4	3	4
Operational	139	183	187	415	461	418	273	313	313	51	46	48
Total	**477**	**507**	**537**	**535**	**564**	**532**	**438**	**464**	**468**	**56**	**50**	**53**

* Includes Native Hawaiian or Pacific Islander

	NORTH AFRICAN / MIDDLE EASTERN			TWO OR MORE RACES			WHITE			NOT SPECIFIED		
ETHNIC DIVERSITY BY EMPLOYEE CATEGORY (PERMANENT EMPLOYEES, U.S. ONLY)												
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
Executive management	-	1	-	-	-	-	9	8	9	-	-	2
Upper management	-	-	-	-	-	1	25	29	34	-	-	2
Middle management	-	3	-	7	9	8	406	386	397	-	-	17
Junior management	1	2	-	20	22	30	1,416	1,291	1,339	3	3	69
Operational	4	3	-	48	46	54	1,804	1,769	1,632	8	13	220
Total	**5**	**9**	**-**	**75**	**77**	**93**	**3,660**	**3,483**	**3,411**	**11**	**16**	**310**

WORKFORCE DATA

continued

	2022					2023					2024					
NEW EMPLOYEE HIRES BY REGION, AGE AND GENDER (PERMANENT EMPLOYEES)																
	AGE < 30	AGE 30-50	AGE >50	MALE	FEMALE	AGE < 30	AGE 30-50	AGE >50	MALE	FEMALE	AGE < 30	AGE 30-50	AGE >50	MALE	FEMALE	NOT DECLARED
Europe, Africa and Middle East	541	607	123	751	520	350	397	54	422	379	405	430	86	433	402	86
Greater Asia	382	254	23	435	224	159	161	12	184	148	403	356	18	399	331	47
Latin America	522	396	39	644	313	229	226	18	291	182	249	288	29	307	233	26
North America	391	504	148	705	338	214	303	79	373	223	310	390	114	511	295	8
Total	**1,836**	**1,761**	**333**	**2,535**	**1,395**	**952**	**1,087**	**163**	**1,270**	**932**	**1,367**	**1,464**	**247**	**1,650**	**1,261**	**167**
TOTAL EMPLOYEE TURNOVER BY REGION, AGE AND GENDER (PERMANENT EMPLOYEES)																
Europe, Africa and Middle East	250	541	324	670	445	402	1,137	693	1,417	815	203	469	298	556	400	14
Greater Asia	207	316	68	375	216	196	473	220	608	281	123	229	74	242	181	3
Latin America	420	417	58	638	257	378	537	146	732	329	140	220	59	262	150	7
North America	255	500	331	718	368	200	525	428	789	364	159	351	229	467	272	0
Total	**1,132**	**1,774**	**781**	**2,401**	**1,286**	**1,176**	**2,672**	**1,487**	**3,546**	**1,789**	**625**	**1,269**	**660**	**1,527**	**1,003**	**24**
TOTAL EMPLOYEE TURNOVER RATE BY REGION, AGE AND GENDER (PERMANENT EMPLOYEES)																
Europe, Africa and Middle East	17%	9%	10%	10%	11%	30%	21%	23%	24%	21%	17%	10%	10%	10%	11%	30%
Greater Asia	22%	11%	9%	13%	13%	23%	17%	21%	22%	18%	14%	8%	11%	9%	10%	13%
Latin America	48%	19%	11%	27%	21%	51%	27%	29%	35%	29%	22%	11%	12%	14%	13%	54%
North America	28%	18%	16%	19%	19%	24%	20%	23%	22%	19%	20%	13%	12%	14%	15%	0%
Total	**27%**	**13%**	**12%**	**15%**	**14%**	**31%**	**21%**	**24%**	**24%**	**21%**	**18%**	**10%**	**11%**	**11%**	**12%**	**27%**

Notes:
New hire rate is based on the number of new hires divided by the total global, permanent headcount in that category at year-end 2024.

Turnover rate is based on the total turnover headcount divided by the total headcount in that category at year-end 2024.

Turnover information is inclusive of departures related to synergies in IFF's recent mergers and acquisitions. Historical averages of IFF's turnover with no impact of acquisition synergies are materially lower.

IFF does not utilize a significant number of part-time, self-employed or seasonal workers in our workforce.

GOVERNANCE & SAFETY DATA

	UNIT	2022	2023	2024
GOVERNANCE				
Total members of the Board of Directors	Number	14	11	11
Independent Board members	Number	13	10	10
Female members of the Board	Percentage	21%	27%	36%
Racially diverse members of the Board	Percentage	21%	36%	36%
Members of the Board who are non-U.S. citizens	Percentage	21%	9%	9%
Board members in the 50-and-above age group	Percentage	100%	91%	91%
Political contributions	USD	0	0	0

	UNIT	2022	2023	2024
HEALTH & SAFETY^				
Workforce fatalities	#	0	0	0
Lost time incident rate*	Per 100 permanent employees and supervised contractors	0.16	0.08	0.13
Total recordable incident rate*	Per 100 employees and supervised contractors	0.48	0.40(R)	0.38

* IFF calculates LTIR and TRIR by estimating hours worked based on the Global HR monthly headcount figures and an assumption of a 40-hour work week, 50 weeks worked per year. For 2024, overtime hours were added to the hours worked calculation when they were available. Rates are presented per 200,000 hours worked. An injury or illness is classified as a Lost Time Injury (LTI) when the employee is unable to work for one or more days after the injury. For better local alignment with OSHA, differences in the prescription of medical leave are considered. The determination is decided by the medical lead or nurse, in collaboration with the regional safety lead.

Note:
(R) Restatement:
- An ergonomic injury from 2023 was reported after the end of the reporting period. It is not until medical treatment is provided that an injury becomes a recordable incident.

IFF FACILITY CERTIFICATIONS

FACILITY CERTIFICATIONS*								
Business Unit*	**SMETA 4 PILLAR**	**ISO 14001**	**ISO 9001**	**GFSI**	**RSPO**	**ISO 45001**	**ISO 22716**	**EXCIPACT**
Taste	Yes (11 of 11)	Yes (11 of 11)	Yes (3 of 11)	Yes (11 of 11)	Yes (7 of 11)	Yes (4 of 11)	No (0 of 11)	No (0 of 11)
Nourish	Yes (16 of 16)	Yes (16 of 16)	Yes (5 of 16)	Yes (16 of 16)	Yes (4 of 16)	Yes (2 of 16)	No (0 of 16)	No (0 of 16)
Health & Biosciences	Yes (8 of 8)	Yes (8 of 8)	Yes (6 of 8)	Yes (6 of 8)	No (0 of 8)	Yes (2 of 8)	Yes (1 of 8)	No (0 of 8)
Scent	Yes (5 of 5)	Yes (5 of 5)	Yes (5 of 5)	No (0 of 5)	Yes (3 of 5)	Yes (2 of 5)	Yes (4 of 5)	No (0 of 5)
Pharma Solutions	Yes (3 of 6)	Yes (4 of 6)	Yes (4 of 6)	Yes (4 of 6)	No (0 of 6)	Yes (1 of 6)	No (0 of 6)	Yes (6 of 6)

* Not representative of all facilities where IFF does business. List includes a subset of large facilties, as defined by the site's production volume. IFF facilities within our business units have other certifications that are applicable to their facility, including, but not limited to, Halal, Kosher, ISO 22000, etc.

GRI Content Index

Our 2024 Sustainability Report was prepared in accordance with the Global Reporting Initiative (GRI) Standards for the period January 1, 2024–December 31, 2024.

We apply the 2021 version of the GRI 2: General Disclosures and GRI 3: Material Topics. We apply the 2018 version of the GRI Standards for GRI 303 and GRI 403, 2020 version of the GRI Standards for GRI 306 and 2016 version of the GRI Standards for all other disclosures in this index. The “2016,” “2018,” “2020” and “2021” labels in the GRI Content Index refer to the respective GRI Standards issue dates, not the date of information presented in the report.

Omissions are provided in the “Cross-Reference or Answer” column.

GRI 2: GENERAL DISCLOSURES 2021

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
THE ORGANIZATION AND ITS REPORTING PRACTICES		
2-1	**Organizational details**	Our Business Model, page 7 General Disclosures (Strategy, page 42) 2024 Form 10K (Business, pages 3-11; Properties, page 30) Locations
2-2	**Entities included in the organization's sustainability reporting**	General Disclosures (Basis for Preparation—Reporting scope, page 37)
2-3	**Reporting period, frequency and contact point**	General Disclosures (Basis for Preparation, page 37) Contact Us, page 136 IFF reports on the Company's ESG performance annually. IFF's 2024 Sustainability Report publication date: June 25, 2025.
2-4	**Restatements of information**	General Disclosures (Basis for Preparation—Changes & reporting adjustments related to prior periods, page 38)
2-5	**External assurance**	General Disclosures (Basis for Preparation—External review, page 38) Independent Assurance Statement, page 132
ACTIVITIES AND WORKERS		
2-6	**Activities, value chain and other business relationships**	Our Business Model, page 7 The Science of Possible, page 11 Sustainable Solutions (Conscious Sourcing, page 12) General Disclosures (Basis for Preparation, page 37) General Disclosures (Strategy, page 42) Who We Are Our Science Global Procurement Insights Locations Responsible Sourcing 2024 Form 10K (Business, pages 3-11)

GRI 2: GENERAL DISCLOSURES 2021

continued

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
2-7	**Employees**	General Disclosures (Own Workforce, page 59) Appendix (Performance Data—Workforce data, page 92) 2024 Form 10K (Business, pages 8-9) Omission: Due to confidentiality, data on temporary, non-guaranteed hours, full-time and part-time employees is not disclosed. However, IFF does disclose data pertaining to permanent employees' gender, ethnic and age diversity by category.
2-8	**Workers who are not employees**	Appendix (Performance Data—Workforce data, page 92) Omission: Due to unavailable information, IFF does not utilize a significant number of part-time, self-employed or seasonal workers in our workforce; therefore, workers who are not employees are not material to the Company.
GOVERNANCE		
2-9	**Governance structure and composition**	General Disclosures (Governance, page 39) Governance Board of Directors 2025 Proxy Statement (Board Leadership Structure, page 19; Board Committees, pages 20-26)
2-10	**Nomination and selection of the highest governance body**	Corporate Governance Guidelines Governance & Corporate Responsibility Committee 2025 Proxy Statement (Director Candidate Evaluation and Nomination, pages 2-3; Governance & Corporate Responsibility Committee, pages 24-25)
2-11	**Chair of the highest governance body**	Board of Directors 2025 Proxy Statement (Our Board, page 1)
2-12	**Role of the highest governance body in overseeing the management of impacts**	General Disclosures (Governance, page 39) Audit Committee Human Capital & Compensation Committee Governance & Corporate Responsibility Committee Innovation Committee 2025 Proxy Statement (Our Board, page 1; Board Committees, pages 20-26; Risk Management Oversight, pages 27-29)

GRI 2: GENERAL DISCLOSURES 2021

continued

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
2-13	**Delegation of responsibility for managing impacts**	General Disclosures (Governance, page 39) 2025 Proxy Statement (Our Board, page 1; Board Committees, pages 20-26; Risk Management Oversight, pages 27-29)
2-14	**Role of the highest governance body in sustainability reporting**	General Disclosures (Basis for Preparation, page 37) General Disclosures (Governance, page 39) General Disclosures (Strategy, page 42) Governance & Corporate Responsibility Committee 2025 Proxy Statement (Governance & Corporate Responsibility Committee, pages 24-25)
2-15	**Conflicts of interest**	Governance (Business Conduct, page 78) Code of Conduct for the Board of Directors Related Person Transaction Policy 2025 Proxy Statement Information related to material incidents of conflicts of interest would be disclosed to stakeholders in IFF's annual Proxy Statement.
2-16	**Communication of critical concerns**	2025 Proxy Statement (Shareholder Communications, pages 103-104) Omission: Due to confidentiality, the total number and nature of critical concerns that were communicated to the Board of Directors in 2024 is not disclosed.
2-17	**Collective knowledge of highest governance body**	General Disclosures (Basis for Preparation, page 37) Board of Directors 2025 Proxy Statement (Skills and Qualifications, page iv; Director Candidate Evaluation and Nomination, pages 2-3; Nominees for Director, pages 6-15) Omission: Due to unavailable information, details regarding measures to advance the collective knowledge, skills and experience of the Board on sustainable development beyond the provided references noted above are not disclosed.
2-18	**Evaluation for the performance of the highest governance body**	Corporate Governance Guidelines (page 8) 2025 Proxy Statement (Board and Committee Assessment Process, page 27; Director Compensation Program, pages 33-34)

GRI 2: GENERAL DISCLOSURES 2021

continued

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
2-19	**Remuneration policies**	General Disclosures (Governance—Integration of sustainability-related performance in incentive schemes, page 40) Corporate Governance Guidelines (page 8) Human Capital & Compensation Committee 2025 Proxy Statement (Compensation Discussion & Analysis, pages 43-66)
2-20	**Process to determine remuneration**	Corporate Governance Guidelines (page 8) Human Capital & Compensation Committee 2025 Proxy Statement (Director Compensation Program, pages 33-34; Compensation Discussion & Analysis, pages 43-66)
2-21	**Annual total compensation ratio**	2025 Proxy Statement (Pay Ratio, pages 90-91) Omission: Due to unavailable information, the ratio of the annual total compensation for the organization's highest paid individual to the median annual total compensation for all employees (excluding the highest-paid individual) is not disclosed.
STRATEGY, POLICIES AND PRACTICES		
2-22	**Statement on sustainable development strategy**	Message from our CEO, page 4
2-23	**Policy commitments**	Social (Own Workforce—Policies, page 59) Social (Workers in the Value Chain—Policies, page 69) Social (Affected Communities—Policies, page 75) Governance (Business Conduct—Policies, page 78) Code of Conduct Anti-Bribery Policy Global Human Rights Policy Human Rights & Modern Slavery Report Responsible Sourcing Policy Vendor Code of Conduct

GRI 2: GENERAL DISCLOSURES 2021

continued

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
2-24	**Embedding policy commitments**	Social (Own Workforce—Policies, page 59) Social (Workers in the Value Chain—Policies, page 69) Social (Affected Communities—Policies, page 75) Governance (Business Conduct—Policies, page 78) Code of Conduct Anti-Bribery Policy Global Human Rights Policy Human Rights & Modern Slavery Report Responsible Sourcing Policy Vendor Code of Conduct Omission: Due to unavailable information, information regarding training related to the implementation of all policy commitments is not disclosed; however, information related to training of certain policy commitments, including our Code of Conduct, is disclosed per the references noted above.
2-25	**Processes to remediate negative impacts**	Social (Own Workforce—Policies, page 59) Social (Workers in the Value Chain—Policies, page 69) Social (Affected Communities—Policies, page 75) Governance (Business Conduct—Policies, page 78) 2025 Proxy Statement (Risk Management Oversight, pages 27-29)
2-26	**Mechanisms for seeking advice and raising concerns**	Governance (Business Conduct—SpeakUp: Reporting Concerns, page 80) Code of Conduct (SpeakUp, pages 10-11) SpeakUp: Reporting Concerns & Non-Retaliation Policy SpeakUp Hotline
2-27	**Compliance with laws and regulations**	Governance (Business Conduct, page 78) 2024 Form 10K If applicable, IFF would report significant instances of non-compliance in the company's annual Form 10K.

GRI 2: GENERAL DISCLOSURES 2021

continued

DISCLOSURE	DESCRIPTION	CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
2-28	**Membership associations**	General Disclosures (Strategy, page 42) Social (Workers in the Value Chain—Collaboration and partnerships, page 72) Social (Workers in the Value Chain—Supplier engagement, page 72) Appendix (Membership Associations, page 84)
STAKEHOLDER ENGAGEMENT		
2-29	**Approach to stakeholder engagement**	General Disclosures (Strategy, page 42) General Disclosures (Strategy—Materiality Assessment Process, page 43) Social (Workers in the Value Chain—Collaboration and partnerships, page 72) Social (Workers in the Value Chain—Supplier engagement, page 72)
2-30	**Collective bargaining agreements**	Performance Data (Workforce data, page 92) Code of Conduct (Human Rights and Fair Labor, pages 14-15) IFF fully respects the rights of our employees to freely associate and bargain collectively in a legal, ethical and safe way. For employees not covered by collective bargaining agreements, IFF does not determine their working conditions and terms of employment based on collective bargaining agreements that cover its other employees or based on collective bargaining agreements from other organizations.

DISCLOSURES ON MATERIAL TOPICS

DISCLOSURE	DESCRIPTION		CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
GRI 3: Material Topics 2021	3-1	**Process to determine material topics**	General Disclosures (Strategy—Materiality Assessment Process, page 43)
	3-2	**List of material topics**	General Disclosures (Strategy—Materiality Assessment Process, page 43)

MATERIAL TOPICS

DISCLOSURE	DESCRIPTION		CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
ECONOMIC			
ECONOMIC PERFORMANCE IFF-IRO Material Topic(s): CLIMATE CHANGE MITIGATION; CLIMATE CHANGE ADAPTATION; WORKING CONDITIONS (OWN WORKFORCE)			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	Environment (Climate Change, page 46) Social (Own Workforce—Talent management, page 61) 2024 Form 10K 2025 Proxy Statement 2024 CDP Corporate Response (2023 data)
GRI 201: Economic Performance 2016	201-2	**Financial implications and other risks and opportunities due to climate change**	Environment (Climate Change, page 46) Appendix (TCFD Index, page 130) 2024 Form 10K (Risk Factors, pages 5-7 and 15-17) 2024 CDP Corporate Response (2023 data)
	201-3	**Defined benefit plan obligations and other retirement plans**	Social (Own Workforce—Talent management, page 61) 2024 Form 10K (Pension and Other Postretirement Obligations, page 43; Employee Benefits, pages 80-87) Omission: Due to confidentiality, metrics related to employee retirement plans, including level of participation and percentage of salary contributed to retirement plans by employees or IFF, are not disclosed. General information on retirement plans is included in the references provided.
INDIRECT ECONOMIC IMPACTS IFF-IRO Material Topic(s): COMMUNITIES' ECONOMIC AND CULTURAL RIGHTS			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	Sustainable Solutions (Conscious Sourcing, page 12) Sustainable Solutions (Partnerships of Impact, page 26) General Disclosures (Strategy, page 42) Social (Affected Communities, page 75) Environment (Biodiversity and Ecosystems, page 52) Responsible Sourcing & Human Rights Responsible Sourcing Policy

MATERIAL TOPICS
continued

DISCLOSURE	DESCRIPTION		CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
GRI 203: Indirect Economic Impacts 2016	203-1	**Infrastructure investments and services supported**	Sustainable Solutions (Conscious Sourcing, page 12) Sustainable Solutions (Partnerships of Impact, page 26) General Disclosures (Strategy, page 42) Social (Affected Communities, page 75) Environment (Biodiversity and Ecosystems, page 52) Responsible Sourcing & Human Rights Responsible Sourcing Policy Omission: Due to unavailable information, IFF does not disclose details on the type of all infrastructure and services investments.
ANTI-CORRUPTION IFF-IRO Material Topic(s): CORPORATE CULTURE			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	Governance (Business Conduct, page 78) Code of Conduct Anti-Bribery Policy 2024 Form 10K (Risk Factors, pages 25-26)
GRI 205: Anti-corruption 2016	205-2	**Communication and training about anti-corruption policies and procedures**	Governance (Business Conduct, page 78) Code of Conduct Anti-Bribery Policy Omission: Due to confidentiality, the number and percentage of employees and governance body members who have received training broken down by employee category and region are not disclosed. However, IFF does disclose that the company had a 100% completion rate on annual business ethics training.

MATERIAL TOPICS
continued

DISCLOSURE	DESCRIPTION		CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
IFF Specific Topic: CORPORATE CULTURE			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	Social (Own Workforce, page 59) Governance (Business Conduct, page 78) Code of Conduct Anti-Bribery Policy Global Human Rights Policy Human Rights & Modern Slavery Report Responsible Sourcing Policy Vendor Code of Conduct
N/A		**Policies and procedures to foster corporate culture**	Social (Own Workforce, page 59) Governance (Business Conduct, page 78) Code of Conduct Anti-Bribery Policy Global Human Rights Policy Human Rights & Modern Slavery Report Responsible Sourcing Policy
ENVIRONMENTAL			
MATERIALS IFF-IRO Material Topic(s): INNOVATION & SUSTAINABLE PRODUCT SOLUTIONS; RESOURCE INFLOWS, INCLUDING RESOURCE USE			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	Sustainable Solutions (Conscious Sourcing, page 12) Sustainable Solutions (Intentional Innovation, page 19) Environment (Resource Use and Circular Economy, page 57)
GRI 301: Materials 2016 (continued)	301-1	**Materials used by weight or volume**	Sustainable Solutions (Conscious Sourcing, page 12) Sustainable Solutions (Intentional Innovation, page 19) Environment (Resource Use and Circular Economy, page 57) Omission: Due to unavailable information, aggregated data for total weight or volume of materials used is not disclosed. IFF will evaluate opportunities to measure and disclose this information in the future.

MATERIAL TOPICS
continued

DISCLOSURE	DESCRIPTION		CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
GRI 301: Materials 2016 (continued)	301-2	**Recycled input materials used**	Sustainable Solutions (Conscious Sourcing, page 12) Sustainable Solutions (Intentional Innovation, page 19) Environment (Resource Use and Circular Economy, page 57) Omission: Due to unavailable information, the aggregated percentage of recycled input materials used is not disclosed. IFF will evaluate opportunities to disclose this information in the future.
ENERGY IFF-IRO Material Topic(s): ENERGY			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	Sustainable Solutions (Intentional Innovation, page 19) Sustainable Solutions (Partnerships of Impact, page 26) Sustainable Solutions (Operating for the Future, page 31) General Disclosures (Basis for Preparation—Standards & basis of calculations of environmental data, page 37) Environment (Climate Change, page 46) GHGs & Energy Footprint Global Environmental Sustainability Policy 2024 CDP Corporate Response (2023 data)
GRI 302: Energy 2016	302-1	**Energy consumption within the organization**	Environment (Climate Change, page 48) Appendix (Performance Data—Environmental data, page 88) Independent Assurance Statement, page 132 General Disclosures (Basis for Preparation—Standards & basis of calculations of environmental data, page 37)
	302-2	**Energy consumption outside the organization**	IFF calculates energy consumption outside of the organization as part of the Company's Scope 3 GHG emissions disclosures. Environment (Climate Change, page 49) Appendix (Performance Data—Environmental data, page 87)
	302-3	**Energy intensity**	Appendix (Performance Data—Environmental data, page 88)

MATERIAL TOPICS
continued

DISCLOSURE	DESCRIPTION		CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
GRI 302: Energy 2016 (continued)	302-4	**Reduction of energy consumption**	IFF calculates energy reductions as part of the Company's GHG emissions reduction calculations. Environment (Climate Change, page 48) Appendix (Performance Data—Environmental data, page 86)
WATER AND EFFLUENTS IFF-IRO Material Topic(s): WATER			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	Sustainable Solutions (Intentional Innovation, page 19) Sustainable Solutions (Operating for the Future, page 31) Environment (Water and Marine Resources, page 51) Waste & Water Global Environmental Sustainability Policy 2024 CDP Corporate Response (2023 data)
GRI 303: Water and Effluents 2018	303-1	**Interactions with water as a shared resource**	Environment (Water and Marine Resources, page 51) Waste & Water Global Environmental Sustainability Policy 2024 CDP Corporate Response (2023 data)
	303-2	**Management of water discharge-related impacts**	Environment (Water and Marine Resources, page 51) Waste & Water Global Environmental Sustainability Policy 2024 CDP Corporate Response (2023 data) Omission: Due to confidentiality, information on internal water quality standards is not disclosed. Compliance with water quality standards is based on local regulations.

MATERIAL TOPICS

continued

DISCLOSURE	DESCRIPTION		CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
GRI 303: Water and Effluents 2018 (continued)	303-3	**Water withdrawal**	Environment (Water and Marine Resources, page 51) Appendix (Performance Data—Environmental data, page 89) Independent Assurance Statement, page 132 General Disclosures (Basis for Preparation—Standards & basis of calculations of environmental data, page 37) Omission: IFF does not currently have freshwater and other water split out at this time as per GRI definitions (i. Freshwater (≤1,000 mg/L Total Dissolved Solids); ii. Other water (>1,000 mg/L Total Dissolved Solids).
	303-4	**Water discharge**	Environment (Water and Marine Resources, page 51) Appendix (Performance Data—Environmental data, page 89) Independent Assurance Statement, page 132 Omission: Due to unavailable information, a breakdown of water discharge to areas with water stress by source types is not disclosed; however, IFF does report on total water discharge to areas with water stress. Additionally, IFF does not currently have freshwater and other water split out at this time as per GRI definitions (i. Freshwater (≤1,000 mg/L Total Dissolved Solids); ii. Other water (>1,000 mg/L Total Dissolved Solids).
	303-5	**Water consumption**	Environment (Water and Marine Resources, page 51) Appendix (Performance Data—Environmental data, page 90) Independent Assurance Statement, page 132

MATERIAL TOPICS
continued

DISCLOSURE	DESCRIPTION		CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
BIODIVERSITY	IFF-IRO Material Topic(s): IMPACTS ON THE EXTENT AND CONDITION OF ECOSYSTEMS; IMPACTS AND DEPENDENCIES ON ECOSYSTEM SERVICES		
GRI 3: Material Topics 2021	3-3	**Management of material topics**	Sustainable Solutions (Conscious Sourcing, page 12) Sustainable Solutions (Partnerships of Impact, page 26) Environment (Biodiversity and Ecosystems, page 52) Responsible Sourcing & Human Rights Responsible Sourcing Policy Sustainable Palm Oil Policy Sustainable Soy Policy Global Environmental Sustainability Policy 2024 CDP Corporate Response (2023 data)
GRI 304: Biodiversity 2016	304-2	**Significant impacts of activities, products and services on biodiversity**	Sustainable Solutions (Conscious Sourcing, page 12) Sustainable Solutions (Partnerships of Impact, page 26) Environment (Biodiversity and Ecosystems, page 52) 2024 CDP Corporate Response (2023 data) Omission: Due to unavailable information, the nature and significance of impacts are not disclosed. IFF will evaluate opportunities to collect and disclose this information in the future.
	304-3	**Habitats protected or restored**	Sustainable Solutions (Conscious Sourcing, page 12) Sustainable Solutions (Partnerships of Impact, page 26) Environment (Biodiversity and Ecosystems, page 52) 2024 CDP Corporate Response (2023 data) Omission: Due to unavailable information, the size of all habitat areas protected or restored and the status of each area based on its condition at the close of the reporting period are not disclosed. IFF will evaluate opportunities to collect and disclose this information in the future.

MATERIAL TOPICS
continued

DISCLOSURE	DESCRIPTION		CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
EMISSIONS IFF-IRO Material Topic(s): CLIMATE CHANGE MITIGATION; ENERGY			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	Sustainable Solutions (Conscious Sourcing, page 12) Sustainable Solutions (Partnerships of Impact, page 26) Sustainable Solutions (Operating for the Future, page 31) General Disclosures (Basis for Preparation—Standards & basis of calculations of environmental data, page 37) Environment (Climate Change, page 46) GHGs & Energy Footprint Global Environmental Sustainability Policy 2024 CDP Corporate Response (2023 data)
GRI 305: Emissions 2016	305-1	**Direct (Scope 1) GHG emissions**	Environment (Climate Change, page 47) Appendix (Performance Data—Environmental data, page 86) Independent Assurance Statement, page 132 General Disclosures (Basis for Preparation—Standards & basis of calculations of environmental data, page 37)
	305-2	**Energy indirect (Scope 2) GHG emissions**	Environment (Climate Change, page 47) Appendix (Performance Data—Environmental data, page 86) Independent Assurance Statement, page 132 General Disclosures (Basis for Preparation—Standards & basis of calculations of environmental data, page 37)
	305-3	**Other indirect (Scope 3) GHG emissions**	Environment (Climate Change, page 49) Appendix (Performance Data—Environmental data, page 87) Independent Assurance Statement, page 132 General Disclosures (Basis for Preparation—Standards & basis of calculations of environmental data, page 37)
	305-4	**GHG emissions intensity**	Appendix (Performance Data—Environmental data, page 86)
	305-5	**Reduction of GHG emissions**	Environment (Climate Change, page 46) Appendix (Performance Data—Environmental data, page 86)
	305-7	**Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions**	Appendix (Performance Data—Environmental data, page 87) Independent Assurance Statement, page 132 General Disclosures (Basis for Preparation—Standards & basis of calculations of environmental data, page 37)

MATERIAL TOPICS
continued

DISCLOSURE	DESCRIPTION		CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
WASTE IFF-IRO Material Topic(s): RESOURCE OUTFLOWS RELATED TO PRODUCTS AND SERVICES			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	Sustainable Solutions (Conscious Sourcing, page 12) Sustainable Solutions (Partnerships of Impact, page 26) Sustainable Solutions (Operating for the Future, page 31) Environment (Resource Use and Circular Economy, page 57) Waste & Water Upcycled Beauty Global Environmental Sustainability Policy
GRI 306: Waste 2020	306-1	**Waste generation and significant waste-related impacts**	Sustainable Solutions (Conscious Sourcing, page 12) Sustainable Solutions (Partnerships of Impact, page 26) Sustainable Solutions (Operating for the Future, page 31) Environment (Resource Use and Circular Economy, page 57) Waste & Water Upcycled Beauty Global Environmental Sustainability Policy
	306-2	**Management of significant waste-related impacts**	Sustainable Solutions (Conscious Sourcing, page 12) Sustainable Solutions (Partnerships of Impact, page 26) Sustainable Solutions (Operating for the Future, page 31) Environment (Resource Use and Circular Economy, page 57) Waste & Water Upcycled Beauty Global Environmental Sustainability Policy
	306-3	**Waste generated**	Sustainable Solutions (Operating for the Future, page 31) Appendix (Performance Data—Environmental data, page 90) Independent Assurance Statement, page 132

MATERIAL TOPICS
continued

DISCLOSURE	DESCRIPTION		CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
GRI 306: Waste 2020 (continued)	306-4	**Waste diverted from disposal**	Sustainable Solutions (Operating for the Future, page 31) Appendix (Performance Data—Environmental data, page 90) Independent Assurance Statement, page 132 Omission: Information related to the location (i.e., on-site or off-site) of waste diverted from disposal is not available, except as it relates to incineration. IFF will evaluate opportunities to disclose this information in the future.
	306-5	**Waste directed to disposal**	Sustainable Solutions (Operating for the Future, page 31) Appendix (Performance Data—Environmental data, page 90) Independent Assurance Statement, page 132 Omission: Information related to the location (i.e., on-site or off-site) of waste directed to disposal, except as it relates to incineration, is not available. IFF will evaluate opportunities to disclose this information in the future.
SUPPLIER ENVIRONMENTAL ASSESSMENT IFF-IRO Material Topic(s): MANAGEMENT OF RELATIONSHIP WITH SUPPLIERS INCLUDING PAYMENT PRACTICES; IMPACTS ON THE EXTENT AND CONDITION OF ECOSYSTEMS; IMPACTS AND DEPENDENCIES ON ECOSYSTEM SERVICES			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	Sustainable Solutions (Conscious Sourcing, page 12) Environment (Biodiversity and Ecosystems, page 52) Social (Workers in the Value Chain, page 69) Governance (Business Conduct, page 78) Responsible Sourcing & Human Rights Responsible Sourcing Policy Sustainable Palm Oil Policy Sustainable Soy Policy Vendor Code of Conduct Global Environment, Health & Safety Policy

MATERIAL TOPICS
continued

DISCLOSURE	DESCRIPTION		CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
GRI 308: Supplier Environmental Assessment 2016	308-1	**New suppliers that were screened using environmental criteria**	Environment (Biodiversity and Ecosystems, page 52) Social (Workers in the Value Chain, page 69) Omission: IFF's risk assessment process does not solely cover new suppliers, as the company believes it is important to continuously monitor our supplier chain including our existing suppliers. Therefore, IFF discloses data on a combined basis, with priority assessments of our business-critical suppliers.
	308-2	**Negative environmental impacts in the supply chain and actions taken**	Environment (Biodiversity and Ecosystems, page 52) Social (Workers in the Value Chain, page 69) Omission: Due to unavailable information, specific metrics for negative environmental impacts in the supply chain and actions taken are not disclosed. IFF will evaluate opportunities to disclose this information in the future.
IFF-IRO Material Topic(s): SUBSTANCES OF VERY HIGH CONCERN			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	General Disclosures (Strategy, page 45) Social (Consumers and End Users, page 76) Waste & Water Global Quality Policy Global Environment, Health & Safety Policy Global Environmental Sustainability Policy Statement on Biotechnology
N/A		**Identifying and managing hazardous substances**	General Disclosures (Strategy, page 45) Social (Consumers and End Users, page 76) Waste & Water Global Quality Policy Global Environment, Health & Safety Policy Global Environmental Sustainability Policy Statement on Biotechnology

MATERIAL TOPICS
continued

DISCLOSURE	DESCRIPTION		CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
SOCIAL			
EMPLOYMENT IFF-IRO Material Topic(s): WORKING CONDITIONS (OWN WORKFORCE); EQUAL TREATMENT AND OPPORTUNITIES FOR ALL (OWN WORKFORCE)			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	Social (Own Workforce, page 59) Culture & Inclusion Careers Code of Conduct Global Equity Policy
GRI 401: Employment 2016	401-1	**New employee hires and employee turnover**	Appendix (Performance Data—Workforce data, page 92)
	401-2	**Benefits provided to full-time employees that are not provided to temporary or part-time employees**	Social (Own Workforce—Policies, page 59) Social (Own Workforce—Talent management, page 60) Please note, IFF does not utilize a significant number of part-time, self-employed or seasonal workers in our workforce. Omission: Due to confidentiality, details on benefits by locations of operation are not disclosed. Information related to the number of employees outside the U.S. who were entitled and took parental leave (including those who returned to work and retention rates) is not available.
	401-3	**Parental leave**	Social (Own Workforce—Policies, page 59) Omission: Due to unavailable information related to the number of employees outside the U.S. that were entitled and took parental leave (including those who returned to work and retention rates) is not available. IFF is evaluating opportunities to provide this information in the future. Due to confidentially, the breakdown of all disclosed parental leave metrics by gender is not reported. Additionally, the total number of employees who returned to work after parental leave ended and who were still employed 12 months after their return to work, by gender, is not yet available, as those individuals who began their leave at the end of the reporting period were still on leave as of December 31, 2024.

MATERIAL TOPICS

continued

DISCLOSURE	DESCRIPTION		CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
LABOR/MANAGEMENT RELATIONS IFF-IRO Material Topic(s): WORKING CONDITIONS (OWN WORKFORCE); WORKING CONDITIONS (VALUE CHAIN)			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	Social (Own Workforce, page 59) Global Human Rights Policy Human Rights & Modern Slavery Report
GRI 402: Labor/ Management Relations 2016	402-1	**Minimum notice periods regarding operational changes**	We comply with notice periods (as defined by collective bargaining agreements in place or by local laws or regulations) prior to the implementation of any changes that could potentially involve our employees. In each case, we follow the appropriate channels of communication to ensure that our employees and their elected representatives or union/works councils are informed and consulted when required. Minimum notice periods regarding operational changes range from no notice to seven months.
OCCUPATIONAL HEALTH AND SAFETY IFF-IRO Material Topic(s): WORKING CONDITIONS (OWN WORKFORCE); WORKING CONDITIONS (VALUE CHAIN)			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	Social (Health & Safety, page 66) Code of Conduct Global Environment, Health & Safety Policy

MATERIAL TOPICS

continued

DISCLOSURE	DESCRIPTION		CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
GRI 403: Occupational Health and Safety 2018	403-1	**Occupational health and safety management system**	Social (Health & Safety, page 66) Global Environment, Health & Safety Policy
	403-2	**Hazard identification, risk assessment and incident investigation**	Social (Health & Safety, page 66) Global Environment, Health & Safety Policy
	403-3	**Occupational health services**	Social (Own Workforce—Talent management, page 61) Social (Health & Safety, page 66) Omission: Information on all occupational health services provided by IFF is not available; however, IFF discloses information on wellness programs and discusses topics, including ergonomics, with employees.
	403-4	**Worker participation, consultation and communication on occupational health and safety**	Social (Health & Safety, page 66)
	403-5	**Worker training on occupational health and safety**	Social (Health & Safety, page 66)
	403-6	**Promotion of worker health**	Social (Own Workforce—Talent management, page 61) Social (Health & Safety, page 66)
	403-8	**Workers covered by an occupational health and safety management system**	Social (Health & Safety, page 66)
	403-9	**Work-related injuries**	Social ((Health & Safety, page 66) Appendix (Performance Data— Governance & safety data, page 97) Independent Assurance Statement, page 132 The safety data for recordable or total recordable and lost-time incidents submitted by our facilities is subject to global third-party verification. IFF considers lost-time incidents as high-consequence injuries. Omission: Due to OSHA-aligned reporting requirements, individual data for contractors is not available. IFF's current data management processes (aligned with OSHA reporting) combine employee and contractor safety data.

MATERIAL TOPICS
continued

DISCLOSURE	DESCRIPTION		CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
TRAINING AND EDUCATION IFF-IRO Material Topic(s): EQUAL TREATMENT AND OPPORTUNITIES FOR ALL (OWN WORKFORCE)			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	Social (Own Workforce, page 59) Culture & Inclusion Careers
GRI 404: Training and Education 2016	404-1	**Average hours of training per year per employee**	Social (Own Workforce—Learning and development, page 61)
	404-2	**Programs for upgrading employee skills and transition assistance programs**	Social (Own Workforce—Learning and development, page 61)
	404-3	**Percentage of employees receiving regular performance and career development reviews**	Social (Own Workforce—Talent management, page 60)
DIVERSITY AND EQUAL OPPORTUNITY IFF-IRO Material Topic(s): EQUAL TREATMENT AND OPPORTUNITIES FOR ALL (OWN WORKFORCE); WORKING CONDITIONS (OWN WORKFORCE)			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	Social (Own Workforce, page 59) 2024 Form 10K (Business, pages 8-9) 2025 Proxy Statement (Director Candidate Evaluation and Nomination, pages 2-3) Culture & Inclusion Careers Code of Conduct Global Equity Policy Global Human Rights Policy
GRI 405: Diversity and Equal Opportunity 2016	405-1	**Diversity of governance bodies and employees**	Social (Own Workforce—Inclusion and belonging, page 64) Appendix (Performance Data—Workforce data, page 92) Appendix (Performance Data—Governance & safety data, page 97) 2025 Proxy Statement (Director Candidate Evaluation and Nomination, page 3)
	405-2	**Ratio of basic salary and remuneration of women to men**	Social (Own Workforce—Inclusion and belonging, page 65) Omission: Due to confidentiality, the ratio of the basic salary and remuneration of women to men for each employee category by significant location of operation is not disclosed.

MATERIAL TOPICS
continued

DISCLOSURE	DESCRIPTION		CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
NON-DISCRIMINATION IFF-IRO Material Topic(s): EQUAL TREATMENT AND OPPORTUNITIES FOR ALL (OWN WORKFORCE)			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	Social (Own Workforce, page 59) Governance (Business Conduct, page 78) Culture & Inclusion Code of Conduct Global Equity Policy Global Human Rights Policy
GRI 406: Non-discrimination 2016	406-1	**Incidents of discrimination and corrective actions taken**	Social (Own Workforce, page 59) Governance (Business Conduct, page 78) Omission: Due to confidentiality and privacy, IFF does not publicly disclose details on claims of alleged discrimination.
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING IFF-IRO Material Topic(s): WORKING CONDITIONS (OWN WORKFORCE); WORKING CONDITIONS (VALUE CHAIN)			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	Social (Workers in the Value Chain, page 69) Governance (Business Conduct, page 78) Responsible Sourcing & Human Rights Code of Conduct Global Human Rights Policy Human Rights & Modern Slavery Report Vendor Code of Conduct
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	**Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk**	Social (Workers in the Value Chain, page 69) Responsible Sourcing & Human Rights Code of Conduct Global Human Rights Policy Human Rights & Modern Slavery Report Vendor Code of Conduct IFF fully respects the rights of our employees to freely associate and bargain collectively in a legal, ethical and safe way.

MATERIAL TOPICS

continued

DISCLOSURE	DESCRIPTION		CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
CHILD LABOR IFF-IRO Material Topic(s): OTHER WORK-RELATED RIGHTS (OWN WORKFORCE); OTHER WORK-RELATED RIGHTS (VALUE CHAIN); COMMUNITIES' ECONOMIC AND CULTURAL RIGHTS			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	Social (Workers in the Value Chain, page 69) Environment (Biodiversity and Ecosystems, page 52) Governance (Business Conduct, page 78) Responsible Sourcing & Human Rights Code of Conduct Global Human Rights Policy Human Rights & Modern Slavery Report Vendor Code of Conduct
GRI 408: Child Labor 2016	408-1	**Operations and suppliers at significant risk for incidents of child labor**	Social (Workers in the Value Chain, page 69) 2024 Form 10K
FORCED OR COMPULSORY LABOR IFF-IRO Material Topic(s): OTHER WORK-RELATED RIGHTS (OWN WORKFORCE); OTHER WORK-RELATED RIGHTS (VALUE CHAIN); COMMUNITIES' ECONOMIC AND CULTURAL RIGHTS			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	Social (Workers in the Value Chain, page 69) Environment (Biodiversity and Ecosystems, page 52) Governance (Business Conduct, page 78) Responsible Sourcing & Human Rights Code of Conduct Global Human Rights Policy Human Rights & Modern Slavery Report Vendor Code of Conduct
GRI 409: Forced or Compulsory Labor 2016	409-1	**Operations and suppliers at significant risk for incidents of forced or compulsory labor**	Social (Workers in the Value Chain, page 69) 2024 Form 10K

MATERIAL TOPICS

continued

DISCLOSURE	DESCRIPTION		CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
RIGHTS OF INDIGENOUS PEOPLES IFF-IRO Material Topic(s): RIGHTS OF INDIGENOUS PEOPLES			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	Environment (Biodiversity and Ecosystems, page 52) Social (Affected Communities, page 75) Responsible Sourcing & Human Rights Responsible Sourcing Policy
411: Rights of indigenous Peoples 2016	411-1	**Incidents of violations involving rights of indigenous peoples**	Social (Affected Communities, page 75) 2024 Form 10K If applicable, IFF would report significant instances of violations in the company's annual Form 10K.
LOCAL COMMUNITIES IFF-IRO Material Topic(s): COMMUNITIES' ECONOMIC AND CULTURAL RIGHTS			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	Environment (Biodiversity and Ecosystems, page 52) Social (Workers in the Value Chain, page 69) Social (Affected Communities, page 75) Responsible Sourcing & Human Rights
GRI 413: Local Communities 2016	413-1	**Operations with local community engagement, impact assessments and development programs**	Sustainable Solutions (Conscious Sourcing, page 12) Environment (Biodiversity and Ecosystems, page 52) Social (Workers in the Value Chain, page 69) Social (Affected communities, page 75) Appendix (Performance Data— IFF Facility certifications, page 98) Omission: Due to confidentiality, specific metrics related to all operations with local community engagement, impact assessments and development programs is disclosed. In reference to environmental impact assessments and ongoing monitoring, please refer to the Appendix (Performance Data—IFF Facility certifications, page 98).

MATERIAL TOPICS
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DISCLOSURE	DESCRIPTION		CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
SUPPLIER SOCIAL ASSESSMENT IFF-IRO Material Topic(s): MANAGEMENT OF RELATIONSHIP, WITH SUPPLIERS INCLUDING PAYMENT PRACTICES			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	Sustainable Solutions (Conscious Sourcing, page 12) Environment (Biodiversity and Ecosystems, page 52) Social (Workers in the Value Chain, page 69) Governance (Business Conduct, page 78) Responsible Sourcing & Human Rights Responsible Sourcing Policy Sustainable Palm Oil Policy Sustainable Soy Policy Vendor Code of Conduct Global Environment, Health & Safety Policy
GRI 414: Supplier Social Assessment 2016	414-1	**New suppliers that were screened using social criteria**	Environment (Biodiversity and Ecosystems, page 52) Social (Workers in the Value Chain, page 69) Omission: IFF's risk assessment process does not solely cover new suppliers as the company believes it is important to continuously monitor our supply chain including our existing suppliers. Therefore, IFF discloses data on a combined basis, with priority assessments of our business-critical suppliers.
	414-2	**Negative social impacts in the supply chain and actions taken**	Environment (Biodiversity and Ecosystems, page 52) Social (Workers in the Value Chain, page 69) Omission: Due to unavailable information, specific metrics for negative social impacts in the supply chain and actions taken are not disclosed. IFF will evaluate opportunities to disclose this information in the future.

MATERIAL TOPICS
continued

DISCLOSURE	DESCRIPTION		CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
CUSTOMER HEALTH AND SAFETY IFF-IRO Material Topic(s): PERSONAL SAFETY OF CONSUMERS AND/OR END USERS			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	General Disclosures (Governance, page 39) Social (Consumers and End Users, page 76) Global Quality Policy Global Environment, Health & Safety Policy Statement on Biotechnology
GRI 416: Customer Health and Safety 2016	416-2	**Incidents of noncompliance concerning the health and safety impacts of products and services**	Social (Consumers and End Users, page 76) 2024 Form 10K If applicable, IFF would report significant instances of non-compliance in the company's annual Form 10K.
MARKETING AND LABELING IFF-IRO Material Topic(s): PERSONAL SAFETY OF CONSUMERS AND/OR END USERS; SOCIAL INCLUSION OF CONSUMERS AND/OR END-USERS			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	General Disclosures (Governance, page 39) Social (Consumers and End Users, page 76) Global Quality Policy Animal Testing Policy Animal Testing Statement—Non-Laboratory Animals
GRI 417: Marketing and Labeling 2016	417-2	**Incidents of noncompliance concerning product and service information and labeling**	Social (Consumers and End Users, page 76) 2024 Form 10K If applicable, IFF would report significant instances of noncompliance in the company's annual Form 10K.

MATERIAL TOPICS

continued

DISCLOSURE	DESCRIPTION		CROSS-REFERENCE OR ANSWER (and omissions, if relevant)
IFF SPECIFIC TOPIC: ANIMAL WELFARE			
GRI 3: Material Topics 2021	3-3	**Management of material topics**	Social (Workers in the Value Chain, page 69) Governance (Business Conduct, page 78) Global Quality Policy Animal Testing Policy Animal Testing Statement—Non-Laboratory Animals
N/A		**Animal welfare practices**	Social (Workers in the Value Chain, page 69) Governance (Business Conduct, page 78) Global Quality Policy Animal Testing Policy Animal Testing Statement—Non-Laboratory Animals

SASB Disclosures

We have included the topics and metrics below related to the Resource Transformation sector and the Chemicals industry. We do not claim to fulfill the disclosures for all indicators, but we continue to enhance our responses and evaluate them for future disclosures.

TOPIC	ACCOUNTING METRIC	CODE	CROSS-REFERENCE OR ANSWER
GREENHOUSE GAS EMISSIONS	Gross global Scope 1 emissions and the percentage covered under emissions-limiting regulations	RT-CH-110a.1	Environment (Climate Change, page 47) Appendix (Performance Data—Environmental data, page 86) Independent Assurance Statement, page 132 In 2024, 8.9% of IFF's Scope 1 emissions were covered under the EU Emissions Trading System (ETS).
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions and emissions reduction targets, and an analysis of performance against those targets	RT-CH-110a.2	Environment (Climate Change, page 46) 2024 CDP Corporate Response (2023 data)
AIR QUALITY	Air emissions of the following pollutants: (1) NO_X (excluding N_2O), (2) SO_X, (3) volatile organic compounds and (4) hazardous air pollutants (HAPs)	RT-CH-120a.1	Environment (Climate change, page 46) Appendix (Performance Data—Environmental data, page 87) Hazardous air pollutants are not material to our operations.
ENERGY MANAGEMENT	(1) Total energy consumed and (2) percentage grid electricity, (3) percentage renewable and (4) total self-generated energy	RT-CH-130a.1	Environment (Climate Change, page 48) Appendix (Performance Data—Environmental data, page 88) Independent Assurance Statement, page 132 29.7% of electricity is from renewable sources; percentage of renewable energy consumed is 11.8% (renewable sources out of total energy consumed, including fuels and purchased steam, etc.)
WATER MANAGEMENT	(1) Total water withdrawn and (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	RT-CH-140a.1	Environment (Water and Marine Resources, page 51) Appendix (Performance Data—Environmental data, page 89) Independent assurance statement, page 132
	Number of incidents of noncompliance associated with water quality permits, standards and regulations	RT-CH-140a.2	IFF had no material incidents of noncompliance concerning water quality permits, standards or regulations in 2024.
	Description of water management risks and discussion of strategies and practices to mitigate those risks	RT-CH-140a.3	Environment (Water and Marine Resources, page 51) 2024 CDP Corporate Response (2023 data)

SASB DISCLOSURES

continued

TOPIC	ACCOUNTING METRIC	CODE	CROSS-REFERENCE OR ANSWER
HAZARDOUS WASTE MANAGEMENT	(1) Amount of hazardous waste generated and (2) percentage recycled	RT-CH-150a.1	Sustainable Solutions (Operating for the Future, page 31) Appendix (Performance Data—Environmental data, page 90) Independent assurance statement, page 132
COMMUNITY RELATIONS	Discussion of engagement processes to manage risks and opportunities associated with community interests	RT-CH-210a.1	Sustainable Solutions (Conscious Sourcing, page 12) Environment (Biodiversity and Ecosystems, page 52) Social (Workers in the Value Chain, page 69) Social (Affected Communities, page 75) Responsible Sourcing & Human Rights Responsible Sourcing Policy
WORKFORCE HEALTH & SAFETY	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	RT-CH-320a.1	Social (Health & Safety, page 67) Appendix (Performance Data—Governance & safety data, page 97) Independent Assurance Statement, page 132 IFF's current data management processes are aligned with OSHA reporting, which combines employee and supervised contractor safety data.
	Description of efforts to assess, monitor and reduce exposure of employees and contract workers to long-term (chronic) health risks	RT-CH-320a.2	Social (Own Workforce—Talent management, page 61) Social (Health & Safety, page 66) Global Environment, Health & Safety Policy
PRODUCT DESIGN FOR USE-PHASE EFFICIENCY	Revenue from products designed for use-phase resource efficiency	RT-CH-410a.1	Sustainable Solutions (Conscious Sourcing, page 12) Sustainable Solutions (Partnerships of Impact, page 26) Environment (Resource Use and Circular Economy, page 57) Our Science Our Innovations We have embedded our commitment to circular design across our business. Revenue from products designed for use-phase efficiency is not available.

SASB DISCLOSURES

continued

TOPIC	ACCOUNTING METRIC	CODE	CROSS-REFERENCE OR ANSWER
SAFETY & ENVIRONMENTAL STEWARDSHIP OF CHEMICALS	(1) Percentage of products that contain Globally Harmonized System of Classification and Labeling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances and (2) percentage of such products that have undergone a hazard assessment	RT-CH-410b.1	Environment (Resource Use and Circular Economy, page 57) IFF has products that have been classified as GHS Category 1 and 2 Health and Environmental Hazardous Substances. The percentage of products that contain GHS Category 1 and 2 Health and Environmental Hazardous Substances and that undergone a hazard is not available.
	Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human and/or environmental impact	RT-CH-410b.2	Sustainable Solutions (Intentional Innovation, page 19) Environment (Resource Use and Circular Economy, page 57) Social (Consumers and End Users, page 76) Our Science Our Innovations
GENETICALLY MODIFIED ORGANISMS	Percentage of products by revenue that contain genetically modified organisms (GMOs)	RT-CH-410c.1	Environment (Biodiversity and Ecosystems, page 52) Social (Consumers and End Users, page 76) Statement on Biotechnology
MANAGEMENT OF THE LEGAL & REGULATORY ENVIRONMENT	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	RT-CH-530a.1	General Disclosures (Governance—Public policy due diligence, page 41) General Disclosures (Strategy—Interests and views of stakeholders, page 43) Environment (Climate Change—Policy influence: climate alignment, page 46) 2024 Form 10K (Risk Factors, pages 11-28)
OPERATIONAL SAFETY, EMERGENCY PREPAREDNESS & RESPONSE	Process Safety Incidents Count (PSIC), Process Safety Total Incident Rate (PSTIR) and Process Safety Incident Severity Rate (PSISR)	RT-CH-540a.1	Social (Health & Safety, page 68)
	Number of transport incidents	RT-CH-540a.2	Social (Health & Safety, page 66) In 2024, IFF had no significant or reportable transport incidents.
ACTIVITY METRIC		**CODE**	**CROSS-REFERENCE OR ANSWER**
PRODUCTION BY REPORTABLE SEGMENT		RT-CH-000.A	Our Business Model, page 7 Additional information on our reportable segments can be found in IFF's 2024 Form 10K.

TCFD Index

IFF's Task Force on Climate-related Financial Disclosure (TCFD) Index is aligned with the four sections of the TCFD framework: (1) governance, (2) strategy, (3) risk management and (4) metrics and targets.

DISCLOSURE	CROSS-REFERENCE OR ANSWER
GOVERNANCE Disclose the organization's governance around climate-related risks and opportunities.	
Board's oversight of climate-related risks and opportunities	General Disclosures (Governance, page 39) Environment (Climate Change—Materiality and governance, page 46) Governance & Corporate Responsibility Committee 2024 CDP Corporate Response (2023 data) (Questions 4.1.1-4.2, pages 95-97 and 101-102)
Management's role in assessing and managing climate-related risks and opportunities	General Disclosures (Governance, page 39) Environment (Climate Change—Materiality and governance, page 46) 2024 CDP Corporate Response (2023 data) (Questions 4.3-4.3.1, pages 103-106, 110-112)
STRATEGY Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	
Climate-related risks andopportunities identified over short-term, medium-term and long-term horizon	Environment (Climate Change—Assessing our climate risk, page 49) 2024 CDP Corporate Response (2023 data) (Questions 3.1-3.1.1 and 3.6-3.6.1, pages 58-63 and 81-86)
Impact on businesses, strategy and financial planning	Environment (Climate Change, page 46) 2024 CDP Corporate Response (2023 data) (Questions 5.2-5.5, pages 153-167)
Impact of different scenarios, including a 2°C scenario	Environment (Climate Change—Assessing our climate risk, page 49) 2024 CDP Corporate Response (2023 data) (Questions 5.1-5.1.2, pages 140-143 and 146-152)

TCFD INDEX

continued

DISCLOSURE	CROSS-REFERENCE OR ANSWER
RISK MANAGEMENT Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	
Process for identifying and assessing climate-related risks	General Disclosures (Governance—Risk management review and oversight, page 39) Environment (Climate Change—Assessing our climate risk, page 49) 2024 CDP Corporate Response (2023 data) (Questions 2.1-2.2.7, pages 31-38 and 50-51)
Processes for managing climate-related risks	Environment (Climate Change, page 46) Sustainable Solutions (Conscious Sourcing, page 12) Sustainable Solutions (Intentional Innovation, page 19) 2024 CDP Corporate Response (2023 data) (Questions 3.3.1-3.3.2, pages 59-63 and 69-70)
Integration into overall risk management	General Disclosures (Governance—Risk management review and oversight, page 39) Environment (Climate Change—Assessing our climate risk, page 49) 2024 CDP Corporate Response (2023 data) (Question 2.2.2, pages 33-38)
METRICS & TARGETS Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.	
Metrics used by the organization to assess climate-related risks and opportunities	Environment (Climate Change, page 46) Appendix (Performance Data—Environmental data, page 86) Independent Assurance Statement, page 132 General Disclosures (Basis for Preparation—Standards & basis of calculations of environmental data, page 37) 2024 CDP Corporate Response (2023 data) (Questions 7.6-7.8.1, 7.12-70.30.19, pages 288-303 and 319-678)
Scope 1, 2 and 3 greenhouse gas emissions	Environment (Climate Change—Scope 1 and 2 emissions, page 47) Environment (Climate Change—Scope 3 emissions, page 49) Appendix (Performance Data—Environmental data, page 86) Independent Assurance Statement, page 132 General Disclosures (Basis for Preparation—Standards & basis of calculations of environmental data, page 37)
Targets used and performance against targets	Environment (Climate Change—Climate targets and transition plan, page 47) Appendix (Performance Data—Environmental data, page 86)

Independent Limited Assurance Report

ERM Certification & Verification Services Incorporated ("ERM CVS") was engaged by International Flavors & Fragrances Inc. ("IFF") to provide limited and reasonable assurance in relation to the Selected Information set out below and presented in the IFF 2024 Do More Good Report, GRI Index, and SASB Index (together the "Report").

ENGAGEMENT SUMMARY

Scope of our assurance engagement

Report
Whether the 2024 Report presents a complete and balanced presentation of IFF's sustainability activities and performance in the reporting year in accordance with the reporting criteria.

Performance indicators
Whether the following Selected Information for 2024 are fairly presented in the Report, in all material respects, in accordance with the reporting criteria. Our assurance engagement does not extend to information in respect of earlier periods or to any other information included in the Report, except where otherwise noted in the Selected Information.

Selected Information

Selected Information	Units
Emissions	
Total Scope 1 GHG emissions	Metric Tons CO_2e
Total Scope 2 GHG emissions (location-based)	Metric Tons CO_2e
Total Scope 2 GHG emissions (market-based)	Metric Tons CO_2e
Scope 3 GHG emissions for each of the following categories: • Category 1: Purchased Goods and Services • Category 2: Capital Goods • Category 3: Fuel- and Energy-Related Activities • Category 4: Upstream Transportation and Distribution • Category 5: Waste Generated in Operations • Category 6: Business Travel (air travel only)	Metric Tons CO_2e
Other emissions: VOCs, NOx, SOx	Metric Tons
Energy	
Total energy consumption	Thousands of MWh
Direct energy consumption	Thousands of MWh
Indirect energy consumption	Thousands of MWh
Waste	
Total hazardous waste generated	Thousand Metric Tons
Total non-hazardous waste generated	Thousand Metric Tons

Selected Information	Units
Water	
Total freshwater use as the sum of groundwater, municipal, surface, seawater, process, and rainwater	Megaliters
Total wastewater discharge as a sum of municipal, groundwater, fresh surface water, seawater, and truck/rail	Megaliters
Safety	
Total Recordable Incidents per 100 employees	#
Total Lost Time Incidents per 100 employees	#
ISO 14001 certifications	
ISO 14001-certified operations	% of production and # of sites*
Production	
Total production volume	metric tons
RSPO	
RSPO-certified palm oil, palm kernel oil, and their derivatives	%
Restatements	
FY2023 – Scope 3 - Category 3: Fuel- and Energy-Related Activities	Metric Tons CO2e

* This data reflects large facilities, based on IFF's classification of facilities as "small", "medium" or "large" based on production. Criteria as disclosed in Report.

Selected Information (continued)

Selected Information	Units
Product Sustainability	
Total avoided GHG emissions for specified product segments	Metric Tons CO2e
Ratio of total avoided GHG emissions for specified product segments [metric tons CO2e] by the sum of IFF Total Scope 1 GHG emissions & Scope 2 GHG emissions [metric tons CO2e] – by market-based method	#
New innovations that have a sustainable value proposition that supports people and planet	%

Reporting period

1 January 2023 to 31 December 2023 (Scope 3 – Category 3 Restatement)
1 January 2024 to 31 December 2024

Reporting criteria

- WBCSD/WRI GHG Protocol (2004, as updated January 2015) for the Scope 1 Scope 2 GHG emissions, including GHG Protocol Scope 2 Guidance (An amendment to the GHG Protocol Corporate Standard (WRI 2015) for Scope 2 GHG emissions
- WBCSD/WRI GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard for the Scope 3 GHG emissions
- GRI Sustainability Reporting Standards
- IFF's reporting criteria and definitions by indicator as disclosed in the Report on page 82 and footnotes
- SASB Chemical sector reporting requirements – or equivalent IFRS® Sustainability Disclosure Standards (General and Industry-based)
- IFF's Innovation 4 Sustainability (I4S) basis of reporting and other reporting criteria and definitions, based upon the WBCSD Portfolio Sustainability Assessment (PSA) guidelines
- IFF's basis of reporting for avoided emissions and portfolio sustainability and product sustainability criteria (as disclosed in the Report on page 32 and footnotes)
- Estimating and reporting the comparative emissions impacts of products working paper, WRI 2019

Assurance standard and level of assurance

We performed a limited and reasonable assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information'.

Reasonable assurance of 2024 data for IFF North American operations

Selected Information	Units
Emissions	
Total Scope 1 GHG emissions	Metric Tons CO_2e
Total Scope 2 GHG emissions (location-based)	Metric Tons CO_2e
Total Scope 2 GHG emissions (market-based)	Metric Tons CO_2e
Energy	
Total energy consumption	MWh
Direct energy consumption	MWh
Indirect energy consumption	MWh

Limited assurance
All other scopes set out under 'Selected Information'.

The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Respective responsibilities

IFF is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing and the maintaining of internal controls relevant to the preparation and presentation of the Report.

ERM CVS' responsibility is to provide a conclusion to IFF on the agreed assurance scope based on our engagement terms with IFF, the assurance activities performed and exercising our professional judgement.

OUR CONCLUSION

Based on our activities, as described below, nothing has come to our attention to indicate that the Selected Information for 2024 is not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

OUR ASSURANCE ACTIVITIES

Considering the level of assurance and our assessment of the risk of material misstatement of the Report and Selected Information, a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

- Evaluating the appropriateness of the reporting criteria for the Selected Information and Report;
- Evaluating relevant reporting systems and processes (including internal control processes);
- Performing an analysis of the external environment, including a media search, to identify sustainability risks and issues in the reporting period that may be relevant to the assurance scope;
- Reviewing the materiality determination process including the results of stakeholder engagement processes;
- Interviewing relevant staff to understand and evaluate the management systems and processes (including internal review and control processes) used for collecting and reporting the Selected Information;
- Reviewing of samples of documentary evidence, including internal and external documents, relating to the assertions made regarding 2024 sustainability performance and activities in the Report;
- Conducting visits to a risk-based selection of four in-person visits and four virtual visits (Garin, Argentina; Grindsted, Denmark; Jiande, China; Tilburg, Netherlands; Pryor, USA; Remington, USA; Tastepoint North, USA; and Thomson, USA) to IFF facilities to review source data and local reporting systems and controls;
- Conducting additional desk-based review of selected source data for NA facilities
- Reviewing of a sample of qualitative and quantitative evidence supporting the Selected Information at a corporate level;
- Performing an analytical review of the year-end data submitted by all locations included in the consolidated 2024 group data for the Selected Information which included testing the completeness and mathematical accuracy of conversions and calculations, reasonableness of assumptions and consolidation in line with the stated reporting boundary; and
- Reviewing the presentation of information relevant to the assurance scope in the Report to ensure consistency with our findings.

ERMCVS

June 23, 2025

Malvern, PA

ERM Certification & Verification Services Incorporated

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THE LIMITATIONS OF OUR ENGAGEMENT

The reliability of the Selected Information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context.

OUR INDEPENDENCE, INTEGRITY AND QUALITY CONTROL

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly, we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of the IESBA Code relating to assurance engagements.

ERM CVS has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems and processes, and provides no consultancy related services to IFF in any respect.

Special Note Regarding Forward-looking Statements

Statements in this annual Do More Good Report that are not historical facts or information are "forward-looking statements" within the meaning of The Private Securities Litigation Reform Act of 1995. These forward-looking statements should be evaluated with consideration given to the many risks and uncertainties inherent in the Company's business that could cause actual results and events to differ materially from those in the forward-looking statements. Certain of such forward-looking information may be identified by such terms as "expect," "anticipate," "believe," "outlook," "may," "estimate," "should" and "predict" or similar terms or variations thereof. Such forward-looking statements are based on a series of expectations, assumptions, estimates and projections about the Company, are not guarantees of future results or performance, and involve significant risks, uncertainties, and other factors, including assumptions and projections, for all forward periods. Actual results of the Company may differ materially from any future results expressed or implied by such forward-looking statements.

The Company intends its forward-looking statements to speak only as of the time of such statements and does not undertake or plan to update or revise them as more information becomes available or to reflect changes in expectations, assumptions or results.

The Company can give no assurance that such expectations or forward-looking statements will prove to be correct. Any public statements or disclosures by IFF following this report that modify or impact any of the forward-looking statements contained in or accompanying this report will be deemed to modify or supersede such outlook or other forward-looking statements in or accompanying this report.

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to join the conversation.

WE VALUE YOUR FEEDBACK

We welcome any questions, comments, suggestions or feedback on our Do More Good Report: iff.com/contact-us or sustainability@iff.com.

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