

The background of the entire page is a photograph of a vast agricultural field, likely a rice paddy, during sunset. The sky is filled with soft, orange and pink clouds, and the sun is low on the horizon. In the middle ground, two people are visible working in the field. The field is filled with green rice plants and tall stalks. The overall mood is serene and labor-intensive.

HUMAN RIGHTS AND MODERN SLAVERY

2025 REPORT



ABOUT IFF

Our Business

International Flavors & Fragrances, Inc. (together with its subsidiaries and affiliates, “IFF”) is a leading creator and manufacturer of food, beverage, health & biosciences and scent solutions, which are used in a wide variety of consumer products. Our products are sold principally to manufacturers of dairy, meat, beverages, snacks, savory, sweet, baked goods, grain processors and other foods, personal care products, soaps and detergents, cleaning products, perfumes, dietary supplements, food protection, infant, elderly and animal nutrition, functional food, 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, and Probiotics categories.

Sales in 2025 were \$10.890 billion. Our business is geographically diverse, with sales in the U.S. representing approximately 28% of sales in 2025. No other country represented more than 10% of sales. We are headquartered in New York, New York, with manufacturing facilities, creative centers and application laboratories in more than 60 different countries. As of December 31, 2025, we had approximately 21,500 employees worldwide.

Our Supply Chain

In connection with the manufacture of our products, we use natural and synthetic ingredients. As of December 31, 2025, we purchased approximately 20,000 different raw materials sourced from an extensive network of domestic and international suppliers and distributors. Natural ingredients are derived from flowers, fruits and other botanical products, as well as from plant, animal and marine products, and commodity crops like wheat, corn and soy. They contain varying numbers of organic chemicals that are responsible for the fragrance, flavor, antioxidant properties and nutrition of the natural products. Natural products are purchased directly from farms or in processed and semi-processed forms. Some natural products are used in compounds in the state in which they are obtained, and others are used after further processing. Natural products, together with various chemicals, are also used as raw materials for the manufacture of synthetic ingredients by chemical processes.

ABOUT THIS REPORT

At IFF, we believe that respect for human rights is not only a moral imperative – it is foundational to how we do business. This report details our approach to conducting due diligence and the progress we have made to assess and address human rights risks faced in our operations and those of our direct and indirect suppliers.

This report is mapped according to the context of the provision of the following Acts and legislation: California’s Transparency in Supply Chains Act 2010, the United Kingdom’s Modern Slavery Act 2015, Australia’s Modern Slavery Act 2018, Norwegian Transparency Act 2022, Germany’s Supply Chain Due Diligence Act 2023 and Article 964j-k of Switzerland’s Code of Obligations and the Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict Affected Areas and Child Labour 2023.

It covers the reporting period January 1, 2025, to December 31, 2025, and the business activities of International Flavors & Fragrances Inc. and its subsidiaries and affiliates and any company that is directly or indirectly wholly or majority-owned or otherwise controlled by it. In addition, it highlights ongoing and upcoming human rights initiatives beyond the reporting period.



J. Erik Fyrwald
Chief Executive Officer



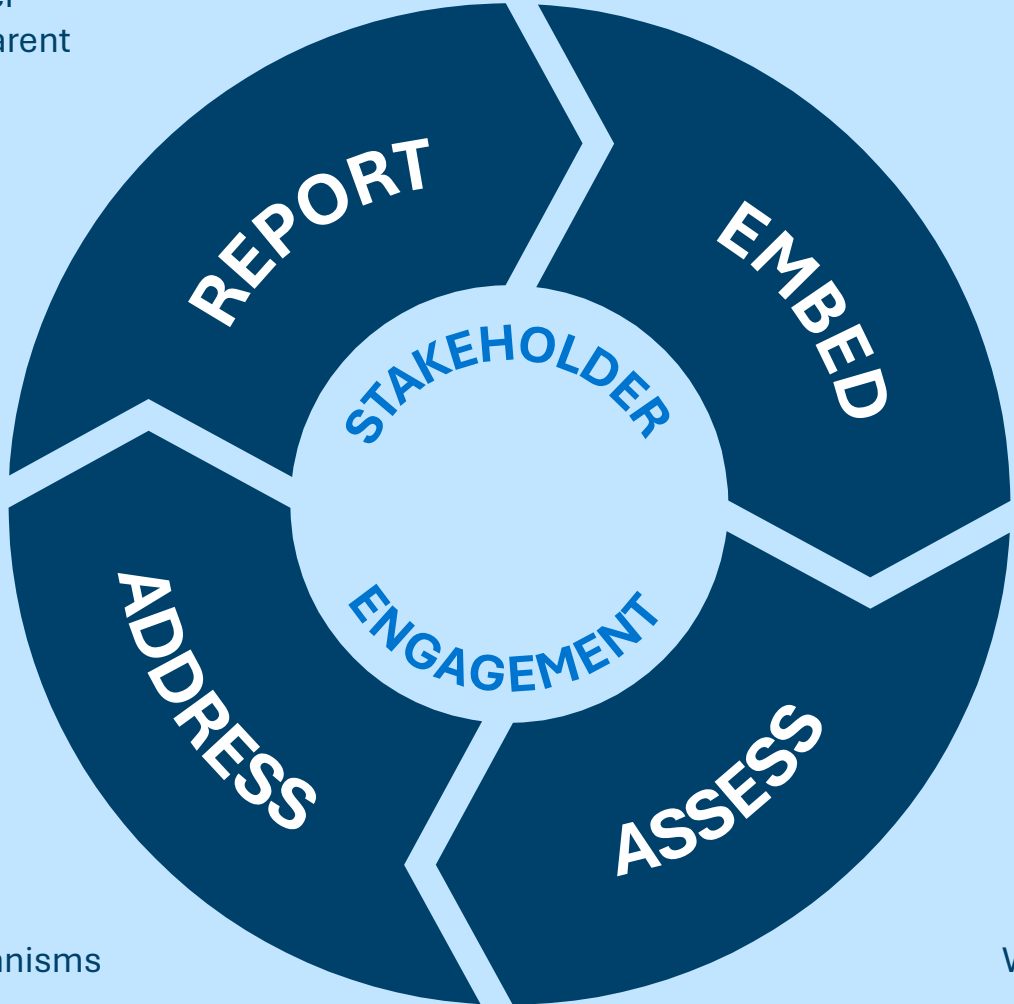
OUR HUMAN RIGHTS APPROACH

We communicate on our actions and progress with our customers and other external stakeholders through transparent reporting.

We address systemic risks and their root causes and support our suppliers' actions.

We amplify our efforts through collaborative initiatives to promote better practices in our supply chains.

We leverage existing grievance mechanisms and foster new channels to enable remediation.



We embed human rights in our management systems and decision-making.

Our Global Human Rights policy establishes our commitment, governance and approach to due diligence.

We train IFF teams to enhance integration of human rights considerations.

We prioritize and assess risks in our own operations and in our supply chain.

We engage our suppliers and local external stakeholders in risk assessments for priority ingredients.





EMBEDDING RESPECT FOR HUMAN RIGHTS ACROSS IFF

Our Commitment to Human Rights

IFF is committed to respecting and promoting human rights in our own operations worldwide and within our supply chain. Our commitment refers to all internationally recognized human rights as defined by 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 Organization for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises. As a member of the United Nations Global Compact, we uphold its 10 principles on human rights, labor, environment and anti-corruption, unequivocally.

This commitment is outlined in our [Global Human Rights Policy](#), [Code of Conduct](#), [Vendor Code of Conduct](#), and [Responsible Sourcing Policy](#). In 2025, we revised our Global Human Rights Policy to clarify the rights-holders and vulnerable groups in scope, detail due diligence approach and governance for human rights within IFF, and updated our list of salient human rights issues, building on findings from human rights impact assessments (HRIAs) led across priority raw material supply chains since 2022 and on the corporate HRIA that we conducted in the first half of 2025.

Through our direct and indirect activities, we can impact our employees, workers in our supply chain and communities. We pay particular attention to individuals or groups who may be at greater risk of negative human rights impacts due to their vulnerability or marginalization, notably smallholder farmers, children and young workers, and migrant workers. Furthermore, as we recognize that women's rights may be disproportionately affected, we are committed to apply a gender lens at each step of our human rights due diligence process.

We are committed to respecting all human rights and we have relied on many international standards, including the base principles on working conditions, occupational health and safety, working hours, wages and rest time from Ethical Trade Initiative (ETI), to identify the following nine priority areas which involve the most severe actual or potential negative human rights impacts in our operations and in our supply chain. Our nine priority areas will continue to be informed by IFF's ongoing human rights due diligence, analysis and engagement with internal and external stakeholders and rightsholders. While our priorities reflect our global footprint, we also consider additional context-specific risks in our due diligence, such as informal employment in agricultural supply chains.

“ CHILD LABOR AND YOUNG WORKERS

In our operations, we strictly prohibit the use child labor as defined in the ILO Conventions No. 138 (Minimum Age Convention) and No. 182 (Worst Forms of Child Labor Convention). We require the age of our employees to be verified at the time of hiring and have processes in place to responsibly remediate any potential violations. These expectations extend to all IFF suppliers and business partners. We are committed to identifying child labor where it exists in our supply chain and finding practical and culturally appropriate responses to support its prohibition.

MODERN SLAVERY

We do not tolerate the use of forced labor or involuntary labor of any kind, including prison labor, debt bondage, indentured servitude or retention of identity documents in our operations or in our supply chain. IFF will not do business with any person or vendor that is involved with or facilitates human trafficking. We prohibit the use of corporal punishment, threats of violence or other forms of coercion, or any other form of physical or non-physical or verbal abuse of employees and shall not make use of public punishment systems. We are committed to identifying and addressing any form of modern slavery in our supply chain. ”

[IFF Global Human Rights Policy – June 2025](#)

Governance

Our commitment to respect Human Rights is supported by IFF’s Executive Leadership Team (ELT). Human rights are included in quarterly sustainability updates from the Chief Sustainability Officer to the Board Governance and Corporate Responsibility Committee. One of these updates is specifically dedicated to human rights every year.

To ensure our human rights commitments are effectively integrated throughout the organization, IFF has a dedicated Human Rights team to guide and implement our global human rights programs across all Business Units.

Training and Internal Capacity-Building

We seek to empower our teams through formal and informal training and capability-building on human rights, including modern slavery and child labor risks. All IFF employees are required to complete an annual training on our Code of Conduct, which details our commitment to human rights. In 2025, we updated the section dedicated to human rights, and this new version of the training will be rolled out in the first half of 2026.

In 2025, we also updated our Human Rights Fundamentals training, available to all IFF employees, which complements our mandatory Code of Ethics training. This training aims at reinforcing our employees’ understanding of human rights risks and better integrate human rights considerations in their day-to-day activities and decision-making. To complement online trainings and resources/tools, we conduct bespoke live training sessions for key internal functions such as procurement, commercial teams and perfumers.

Additionally, we continuously revise and update resources that support teams who engage with our direct suppliers on a regular basis (e.g., procurement leads, agronomists, vendor quality specialists, trade compliance) in identifying potential human rights risks in our supply chains. This work is grounded in our regular engagement with suppliers and internal teams who maintain direct contact with them.

ASSESSING RISKS IN OUR OPERATIONS AND IN OUR SUPPLY CHAIN

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.

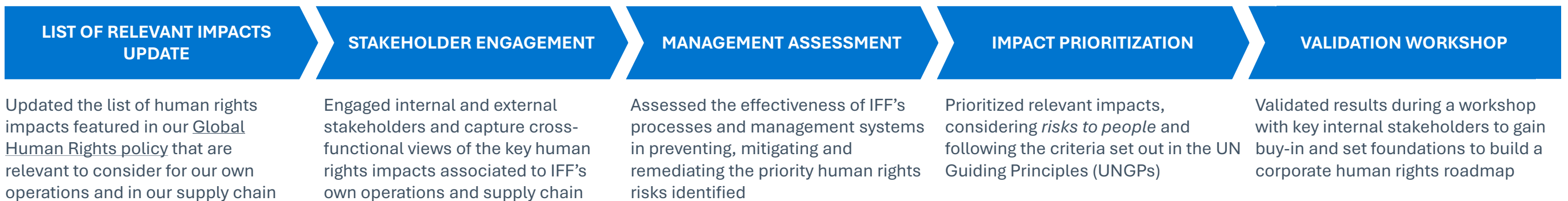
Prioritizing and Identifying Risks in our Operations

In 2025, we conducted a corporate 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 saliency assessment was informed by internal and external stakeholder engagement to capture cross-functional views on key human rights impacts. We notably engaged human rights experts such as the Fair Labor Association, Save the Children and AIM-Progress. This exercise helped us gather critical insights that informed the revision of our Global Human Rights Policy and develop a roadmap for the years to come. We also used the [Converged Human Rights and Environmental Due Diligence \(HREDD\) Assessment Tool](#) in this process, an open-source tool designed to help businesses identify, prevent, and address potential risks to human rights and the environment across their business operations and supply chains. Our assessment was vetted by a third-party and we will update this on a yearly basis.

IFF has been a member of Sedex, one of the world's leading ethical trade platforms, for several years. Through Sedex, we strengthen transparency and ethical practices across our operations and supply chains, addressing key topics such as human rights, labor conditions, health and safety, environment, and business ethics. All our major manufacturing facilities are registered on the Sedex platform and complete self-assessments, with many undergoing Sedex Members Ethical Trade Audits (SMETA). These audits, based on the ETI Base Code and international labor standards, help us identify and address risks proactively, reinforcing our commitment to responsible business conduct.



Our Corporate Human Rights Impact Assessment Journey



Nine Priority Human Rights Areas Across our Value Chain

-  Child Labor and Young Workers
-  Modern Slavery
-  Living Wage and Living Income
-  Working Hours and Paid Leave
-  Health and Safety at Work

-  Inclusive Workplace and Non-discrimination
-  Freedom of Association and Collective Bargaining
-  Land Rights
-  Environmental Impacts on Communities

LOGISTICS

We distribute raw materials, intermediates, and finished products through a coordinated global logistics network that serves customers in more than 100 countries. Our supply chain integrates warehousing, transportation, and distribution partners to ensure timely, reliable delivery while minimizing environmental footprint. We continuously enhance efficiency, resilience, and transparency across our logistics operations, supporting the seamless flow of materials throughout the value chain and enabling strong customer service across all regions.



RAW MATERIALS

PROCESSING

INNOVATION & CREATION

PRODUCTION

We source a diverse range of natural, synthetic, and biotechnology-derived ingredients that form the foundation of our fragrance, flavor, and health & biosciences solutions. These include botanicals, essential oils, aroma molecules, fermentation inputs, cultures, enzymes, proteins, and specialty polymers. We work closely with growers, producers, and strategic partners to promote responsible sourcing, advance regenerative agriculture, and strengthen transparency across our global supply network.

Our raw materials undergo a wide range of transformation processes – from extraction, distillation, and purification of botanicals to chemical synthesis, fermentation, biotransformation, and encapsulation of advanced ingredients. These steps ensure consistent quality, safety, and performance across our portfolio. Through our biotechnology platforms, innovation centers, and manufacturing expertise, we convert diverse inputs into high-value solutions while minimizing environmental impact and strengthening traceability.

Innovation and creativity are at the heart of our value creation. Our perfumers, flavorists, scientists, and application experts collaborate across disciplines to design solutions that meet evolving customer and consumer needs. Leveraging cutting-edge biotechnology, green chemistry, sensory science, and AI-enabled tools, we develop new ingredients, formulations, and applications for food and beverage, home and personal care, fragrance, health, and industrial markets.

Our global network of manufacturing facilities transforms our creations into commercial-scale products with a focus on safety, quality, and operational excellence. We manage production across a diverse set of technologies – from fermentation and enzyme manufacturing to aroma molecule synthesis, flavor and fragrance compounding, and polymer processing. We work closely with third-party manufacturers where appropriate, ensuring alignment with our standards for product integrity, environmental performance, and social responsibility. Continuous improvement, digitalization, and responsible operations underpin our commitment to delivering consistent, high-quality solutions worldwide.





Prioritizing and Identifying Risks in 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. For material-specific risks, we categorize natural raw materials and renewables based on the country of harvest.

In 2023, we refreshed our Responsible Sourcing Risk Assessment Tool 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 2025, 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.

In 2025, we assessed risks related to modern slavery and child labor across all our direct and indirect procurement categories. This assessment was informed by international standards and credible sources such as The US Department of Labor List of Good Produced by Child Labor or Forced Labor or the Child Rights Risks in Global Supply Chains database from Save the Children and the Centre for Child Rights and Business. This assessment, and particularly its methodology and findings, was reviewed and validated by a third-party human rights expert. The insights from this category risk mapping are being integrated into procurement systems, ensuring human rights commitments are further embedded in sourcing strategies, supplier qualification and engagement.

Due Diligence for Natural Ingredients

We use additional sources of information to identify potential human rights risks in raw material supply chains, such as 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. In 2025, we assessed risks related to fourteen additional supply chains, including: clove leaf in Indonesia, magnolia and osmanthus in China, guaiacwood in Paraguay and citrus fruits across multiple countries such as Brazil, Mexico and Italy. These risk 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.

ADDRESSING RISKS WITH MITIGATION AND REMEDIATION ACTIONS

Where needed, we develop joint action plans with our suppliers and business partners to prevent or mitigate adverse impacts on workers, farmers and communities. In some cases, our suppliers engage in certification or verification schemes such as Fair for Life from Ecocert and the actions they are implementing to manage human rights risks are also considered as part of this effort. IFF teams engage suppliers on a regular basis to track implementation of these action plans and identify opportunities for IFF to support their efforts. For natural ingredients IFF is committed to supporting suppliers' actions in two priority areas: child labor due diligence and living wage and living income.

Child Labor Due Diligence

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.

We work 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. 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 OPERATIONS

We are committed to paying a living wage to all our employees worldwide. In 2025, we partnered with the Fair Wage Network to conduct a living wage assessment across the 61 countries where we employ colleagues. The assessment found that the vast majority of employees are paid above applicable living wage benchmarks, with only limited gaps identified in a small number of countries. These gaps will be addressed locally through the annual review process.

IN OUR SUPPLY 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 gap between actual incomes/wages and existing living wage benchmarks that may exist for the rural areas we source from. In 2025, we improved and deployed tools to measure actual incomes and wages across our supply chain. We conducted new studies on two supply chains with the support of independent consultants: a living wage and living income assessment for ylang pickers and farmers in Comoros and a living income assessment for patchouli farmers in Indonesia. The results of those studies helped us further engage our local partners and support them in their progress towards fairer wages and income.

We also collaborate with suppliers and local partners to implement community programs that strengthen farmer livelihoods and promote biodiversity. These initiatives include training on good agricultural practices, crop diversification, and financial literacy to build resilience and improve income opportunities.

ONGOING SUPPLIER ENGAGEMENT AND MONITORING

We prioritize opportunities to support business-critical 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, 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 compliance, and management system practices.

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.

To increase scores on assessments and audits, we also engage suppliers to participate in webinars hosted by EcoVadis and Sedex.



Grievance Mechanisms

We are committed to providing or enabling access to remedy when we find or become aware of negative human rights impacts within our value chain. To support this, our employees have several options to raise grievances: manager or supervisor, IFF's Human Resources, Legal, Ethics & Compliance and Sustainability teams. In addition, 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, or a phone hotline available 24/7 in multiple languages: <http://iff.com/speakup>. This channel is operated by an independent third-party and concerns can be reported anonymously if needed. IFF strictly forbids reprisal, retaliation or subsequent discrimination against any person who in good faith raises a concern or reports possible misconduct. IFF will investigate alleged misconduct in relation to this Policy in accordance with internal procedures on investigations. To date, no risks relating to modern slavery or human trafficking have been reporting through the SpeakUp channel.

As outlined in our Responsible Sourcing Policy and Vendor Code of Conduct, we also expect our 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 must offer reasonable, appropriate, confidential, and fair procedures for the resolution of grievances. Vendors shall have systems to allow employees to report concerns and possible violations of applicable laws and regulations. Vendors must also have reasonable and fair procedures in place that ensure these violations will be properly reviewed and adequately remediated when reported, and employees and workers in the value chain must be protected from retaliation if they raise these concerns to the supplier. Beyond setting our expectations, we support suppliers and business partners in establishing robust grievance mechanisms through tailored guidance, practical tools and resources aligned with their context.



STAKEHOLDER ENGAGEMENT AND COLLABORATION

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. Beyond corporate-level engagement with our external stakeholders, we also participate in several supply chain initiatives to address challenges that may be specific to certain ingredients and / or countries.

AIM-Progress: In 2025, IFF joined 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.

ASD: 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.

Fair Labor Association: 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.

Together for Sustainability: IFF is one of 58 members of Together for Sustainability (TfS), a global platform and shared infrastructure for assessing and auditing the sustainability performance – including related to human rights and working conditions – 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.

Sedex: We are a member of Sedex, a collaborative risk assessment platform that enables sharing social and environment information, including indicators related to human rights and modern slavery, between suppliers, buyers and customers to promote ethical business practices within global supply chains.

UEBT: We are engaged in the IFRA-UEBT Responsible Sourcing Initiative, a platform for information sharing and collaborative action to promote responsible sourcing risks for key natural raw materials used in fragrance. In 2025, we joined the Bulgaria Rose Working Group, which brings together fragrance houses, distilleries, and other actors sourcing Bulgarian rose, with the aim to jointly define and implement action to promote responsible sourcing practices, strengthen the Bulgarian rose sector, and advance positive impact on people and biodiversity.



WE VALUE YOUR FEEDBACK

We welcome any questions, comments, suggestions or feedback on this Report: humanrights@iff.com

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