CODE OF CONDUCT



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A MESSAGE FROM OUR CEO



When we redefined IFF's purpose, we also boldly declared what we stand for with renewed values: we are partners, passionate, persistent and principled. Our core value of "principled" demands that we do what's right for people and the planet by acting safely, ethically and responsibly. While our values serve as a compass for all IFFers, our Code of Conduct provides practical guidance on how we should run our business and engage with our business partners. This Code reflects our commitment to operating with the highest ethical standards, and it serves as the foundation of our ethical framework, shaping our actions and decisions in alignment with our values. By adhering to our Code of Conduct, we expect all employees to conduct themselves in all business interactions with the utmost integrity and professionalism.

Trust is the cornerstone of our relationships. We earn it not only through innovation and performance, but through integrity, transparency, fairness and compliance. Upholding this Code helps us build lasting partnerships and protect our reputation in the marketplace.

Each employee is responsible and accountable for upholding the Code and acting ethically. I encourage you to read this Code carefully and to always act in a way that reflects our values and strengthens the trust others place in us.

Together, we will continue to build a company that is not only successful but a source of joy and inspiration for all.

Erik Fyrwald
Chief Executive Officer

A MESSAGE FROM OUR CHIEF COMPLIANCE OFFICER



At the heart of IFF are the values that define who we are, how we work and how we treat one another. This Code of Conduct reflects those ethical standards—integrity, transparency, honesty, respect and accountability—and guides us in operating with principle and purpose.

But the Code is more than words on a page. It comes to life through the choices we make and our daily interactions. Each of us plays a vital role in upholding it.

The Code provides a framework to help us navigate complex situations with confidence and clarity. While it doesn't cover every scenario, it points us to the resources that can. For additional guidance, please turn to our policies, procedures and practical tools—or reach out to the Ethics and Compliance team. You can also seek support from your Human Resources or Legal representatives.

By living this Code together, we foster a workplace that reflects the very best of IFF—one that celebrates our uniqueness, strengthens our culture and empowers us to do what's right.

Brynn Samson
Chief Compliance Officer

LIVING THE CODE

We strive to create an environment where all IFF employees (as well as temporary employees, interns and contractors) are excited to come to work each day—to a place that is committed, without exception, to inclusion, respect, accountability and doing what's right.





Everything we do must be done with the highest standards of ethics, honesty and integrity. As we conduct business globally, each action we take must not only adhere to these high standards but must also comply with this Code of Conduct ("Code"), IFF policies, and all applicable laws and regulations. And we need to be equally vigilant to assure that others in our organization are doing likewise.

All IFF employees, directors and officers across the world are responsible for reviewing, understanding and complying with this Code and IFF's policies and procedures.

Managers play a critical role in fostering a culture of integrity and ethical decision-making. In addition to following the Code, managers are expected to:

- Lead by example by consistently upholding IFF's values and ethical standards
- Help their teams understand the Code and how it applies to their daily work
- Reinforce ethical behavior through regular communication and by incorporating compliance topics into team discussions
- Recognize and reward ethical conduct, and address behaviors that fall short of our standards
- Create a safe and open environment where employees feel comfortable asking questions and raising concerns
- Promote transparency and protect those who Speak Up in good faith from retaliation and resolve conflicts fairly and without favoritism
- Escalate issues when appropriate by promptly reporting concerns to Ethics and Compliance, Legal, or Human Resources

The expectations within this Code apply globally, regardless of whether you are working remotely or in the office, attending a business meeting or customer event, or conducting any other activity on behalf of IFF. If there is a difference between this Code, IFF policies, and local laws and regulations, you must apply the rule that sets the higher standard of ethical behavior.

WE LIVE OUR VALUES

Our values are the cornerstone of everything we do.

They guide every decision, every innovation and every partnership. At IFF, acting with integrity, responsibility and care for people and the planet isn't just part of our business—it is our business.

These aren't just ideals—they shape our actions and decisions every day. And they come to life through our Code of Conduct, which reflects who we are: Partners, Passionate, Persistent and Principled.

Partners

We believe in the power of collaboration and inclusivity. At IFF, we win together by sharing expertise, celebrating diverse perspectives, and building lasting relationships with our customers and colleagues. Our strength lies in our unity and our shared purpose drives innovation that delivers meaningful impact across the globe.

Persistent

We never stop pushing forward. Our commitment to continuous improvement means we're always learning, evolving and striving to exceed expectations. Persistence is our promise—to our customers, our communities and ourselves—to deliver solutions that are safe, sustainable and transformative.

Passionate

Passion fuels us. From the science behind our solutions to the creativity that brings them to life, we are energized by the joy we create. We love what we do, we love why we do it and we do it well—bringing bold ideas to the table and inspiring excellence in every interaction.

Principled

Integrity is our foundation. We act with purpose and responsibility, prioritizing safety, ethics, inclusiveness and transparency in all we do. Being principled means doing what's right—not just what's easy—so we can protect people, the planet and the trust placed in us by those we serve.

In every product we craft, every breakthrough we spark and every solution we deliver—our values are the thread that ties it all together. They guide us to lead with purpose, create with conscience and grow with integrity.

WE SEEK ADVICE

The Code is your guide to IFF's values and ethical standards. While it addresses many common situations, some challenges may be more complex or nuanced.

Often, the right course of action is clear. But when you're facing uncertainty, ask yourself:



Is it legal?

Is it consistent with IFF's Code, policies and values?

Will I maintain my integrity?

Will it protect IFF's reputation?

Would I be comfortable if this became public?

If you answer "No" or are unsure about any of these questions, stop and seek guidance before proceeding. You can always reach out to Ethics and Compliance, Legal, or Human Resources for support. We're here to help you make the right decision.



WE SPEAK UP

At IFF, each of us has an obligation to promote and maintain honest, ethical and compliant business practices throughout our organization in line with this Code, IFF policies, and applicable laws and regulations. If you become aware of a suspected violation or allegation of misconduct, you must promptly Speak Up.

We Report Our Concerns

There are several ways you can raise your concern:

- Speak directly to your supervisor or Human Resources
- Talk to a member of the Ethics and Compliance or Legal teams
- Contact IFF's SpeakUp Hotline
  - Online at iff.com/speakup
  - Call the phone numbers located at iff.com/speakup
- Email compliance@iff.com

You have multiple ways to report concerns, including options for anonymous reporting where permitted by local law. While we encourage individuals to identify themselves—so we can investigate and respond more effectively—we respect your choice to remain anonymous. What matters most is that you Speak Up.

While IFF encourages you to use the SpeakUp Hotline, nothing in this Code or any of our policies or agreements is meant to prohibit or restrict you from reporting any violation of law to any appropriate governmental or regulatory entity, or from cooperating with or providing information to any such entity in connection with a legal violation, investigation, government inspection, or inquiry.

What Can I Expect When I Report a Concern?

Intake

- All reports are entered into IFF's SpeakUp Hotline system, which is managed by a third party
- Reporters have the option to remain anonymous, subject to local law
- Each case is assigned an Issue Owner depending on subject matter, region or other relevant factors

Investigation

- Issue Owner contacts the reporter through the SpeakUp system or via email
- Issue Owner conducts an appropriate review of concerns raised

Conclusion

- Once review is completed, findings are summarized including any responsive actions
- To protect confidentiality, specific outcomes may not be shared

Expectations of Compliance and Cooperation

IFF takes all reports of potential violations or misconduct seriously and is committed to reviewing and investigating them thoroughly and promptly. If asked to participate in an internal investigation, you are expected to cooperate fully and truthfully.

Accountability Matters

Violating this Code, IFF policies, or applicable laws—and any attempt to conceal such violations—may lead to disciplinary action, up to and including termination of employment. In some cases, violations may also result in fines or criminal penalties for you or IFF.

That's why it's essential to understand and follow the rules outlined in this Code. They're here to protect you, our company and the trust we've built with our stakeholders.

For more information, please review IFF's SpeakUp: Raising Concerns and Non-Retaliation Policy.





We Protect Against Retaliation

IFF is committed to protecting those who Speak Up—whether by raising a concern in good faith or by participating in an investigation. A report made in good faith means you genuinely believe the concern to be true at the time you raise it, even if it turns out to be mistaken.

We do not tolerate retaliation against anyone who:

- Reports or helps report a suspected violation of the Code, policies, or law
- Raises a concern, asks a question, or seeks advice about a business practice, decision, or action
- Participates in or cooperates with an internal investigation or government inquiry

Speaking up is a responsibility we all share—and protecting those who do is a commitment we all honor.

What Would You Do?

QUESTION

I called IFF's SpeakUp Hotline to report that some comments by my manager made me uncomfortable. He was interviewed as part of the investigation into my complaint and, after that, he gave me a poor performance rating despite me receiving high praise from other employees and consistently exceeding my sales targets. Does my manager's behavior violate the Code?

ANSWER

Maybe. IFF has a strict policy prohibiting retaliation against any employee who reports a concern in good faith. If your manager rated you poorly because you reported his behavior, he might be engaging in retaliation. You should report your manager's behavior immediately.

OUR GUIDING PRINCIPLES



We do what's right for people and planet by acting safely, ethically, inclusively and responsibly.

At IFF, our commitment to integrity is reflected in everything we do—from safeguarding the health and safety of our employees to fostering respectful connections with the communities where we operate. We hold ourselves accountable to a high standard of ethical conduct, environmental stewardship and social responsibility.



WE DO WHAT'S RIGHT FOR PEOPLE

We Create and Maintain an Inclusive Workplace

At IFF, we foster a workplace that embraces the uniqueness of our colleagues, suppliers, customers and partners. We celebrate individual expression, innovation and achievement, and we value the strength that comes from diverse perspectives. This culture of inclusion and belonging helps individuals thrive, strengthens our teams and is a key driver of our success.

We are committed to treating one another with respect and dignity, free from bias, discrimination, harassment or prejudice. We strive to provide equitable opportunities and ensure everyone has the support and space to reach their full potential.

Every employee plays a role in building a fair, respectful and ethical culture. This means taking meaningful action to support equity and belonging—not just having good intentions. It includes:

- Developing awareness of personal biases and working to reduce their impact
- Supporting a workplace where everyone's identity and background are respected and valued
- Being open to different cultural perspectives and adapting how we communicate and collaborate across diverse teams

Together, we make inclusion a daily practice that fuels innovation, connection and shared success.

We Create a Discrimination and Harassment-Free Workplace

To maintain a fully inclusive culture that nurtures each individual's uniqueness, we must treat all colleagues, customers and business partners with dignity and respect. We do not tolerate any direct or indirect acts of discrimination or harassment or any intimidating or threatening behavior.

What Is Discrimination and Harassment?

Discrimination is the unjust or prejudicial treatment of someone based on their race, color, creed, religion, gender, sexual orientation, gender identity or expression, intersex variation, national origin, marital or civil union status, pregnancy, ancestry, citizenship, age, military or veteran status, disability, genetic characteristic, HIV status, or any other characteristic protected by law.

Harassment takes many forms and includes any unwelcome activity that creates an intimidating, hostile, or offensive work environment or that has the purpose or effect of unreasonably interfering with someone's work. Harassment motivated by the same protected characteristics as listed above for discrimination is prohibited. Such behavior is unacceptable and violates the right of IFF employees to work in a harassment-free environment.

Examples of Harassment Can Include:

- Crude or offensive language
- Inappropriate jokes
- Offensive or inappropriate images
- Threats or intimidation
- Sexual harassment

Examples of Sexual Harassment Can Include:

- Uninvited touching
- Sexually suggestive language or pictures
- Indecent gestures
- Unwelcome sexual advances
- Requests for sexual favors
- Other verbal or physical conduct of a sexual nature

IFF's prohibition of discrimination and harassment of any kind applies to all aspects of our employment practices, including recruiting, hiring, training, transfers, promotions, compensation and terminations. It further extends to our suppliers, customers and other business partners, and to activities in the workplace, as well as offsite business settings.

If you are subject to or witness harassment or discrimination of any kind, you must Speak Up and report it immediately.



We Respect Human Rights and Fair Labor

IFF is committed to respecting and promoting the fundamental human rights of all. We are committed to preventing, mitigating and addressing adverse human rights impacts in our own operations, in our supply chain and in the communities where we operate. We expect the same commitment from our suppliers and other business partners.

Our key priority areas include:

- Zero Tolerance for Child Labor: Child labor is strictly prohibited in our operations, with active efforts to identify and prevent it across our supply chain
- Zero Tolerance for Modern Slavery: Forced labor or involuntary labor of any kind and human trafficking are not tolerated in our operations or in our supply chain
- Fair Compensation: We are committed to paying all our employees a living wage, and we promote living wage and living income throughout our supply chain
- Reasonable Working Hours: Working hours are reasonable and adequate time off and paid leave are provided
- Safe and Healthy Workplaces: Workers' health and safety are protected in the workplace
- Inclusion and Non-discrimination: Our employees work in an inclusive environment, and we strive to promote fair and respectful treatment in our supply chain and our local communities
- Freedom of Association: Workers are free to form and/or join trade unions and to bargain collectively
- Property Rights: Rights and title to property and land are respected throughout our value chain
- Respect for the Environment: We strive to reduce our environmental footprint and protect communities' livelihoods throughout our value chain

See our Global Human Rights Policy for more information.

WE PRIORITIZE SAFETY

Maintaining a Safe Work Environment

At IFF, safety is non-negotiable. We are all responsible for creating and maintaining a safe and secure workplace—for ourselves, our colleagues, our business partners and visitors.

Whether it's cleaning up a spill, reminding a coworker to wear protective gear, or reporting a hazard, every action matters. We must understand and follow all applicable laws, regulations and IFF policies designed to prevent injuries and incidents.

By staying alert and taking action when needed, we help ensure a safe environment for everyone. If you notice any unsafe condition or behavior, report it immediately to your supervisor, site leader, or a member of Environmental Health and Safety, Ethics and Compliance, Legal, or Human Resources.

Examples of issues to report include:

- Equipment that is malfunctioning or in need of maintenance
- Exposure to hazardous materials that could cause illness or injury
- Tasks that require additional training to be performed safely
- Any other condition or behavior that could pose a risk to people or the environment

Substance Abuse

IFF is committed to maintaining a safe, healthy and productive work environment. To protect our people and the integrity of our business, we strictly prohibit the use, possession, sale, or distribution of alcohol, illegal drugs, or controlled substances on company property, during work hours, or while operating company-owned equipment or vehicles.

Employees are expected to report to work in a condition that allows them to perform their duties safely and effectively. Substance abuse impairs judgment, endangers others, and undermines our commitment to safety and integrity. Working under the influence of alcohol or drugs puts everyone at risk and is not tolerated.

Workplace Violence

Any act of violence or threatening behavior—whether physical or verbal—by employees or others on IFF property or while conducting IFF business is strictly prohibited. This includes physical aggression, verbal abuse, intimidation and the possession of weapons.

All such behavior must be reported immediately. If there is an imminent threat, contact local emergency services and follow applicable site or crisis management procedures.

For more information, please refer to the Workplace Violence Prevention Policy.

Remember, even small actions can make a big difference when it comes to health and safety.

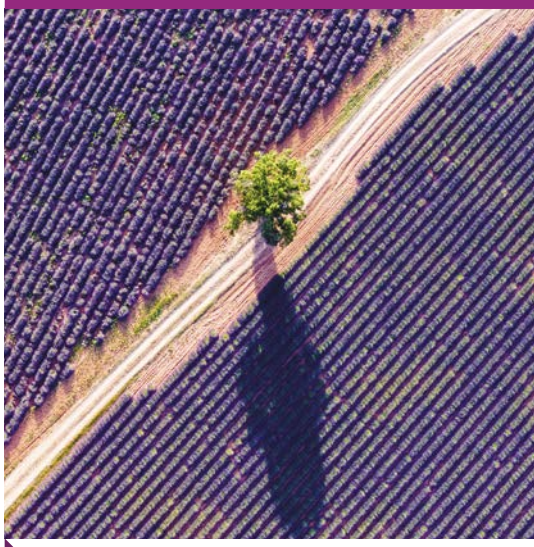
WE DO WHAT'S RIGHT FOR THE PLANET

We Champion Sustainability

Sustainability is fundamental to how we do business at IFF. Our commitment to a better future is embedded in our strategy and drives innovation across our operations—from responsibly sourcing raw materials and operating eco-efficient facilities to designing products with critical sustainability attributes in mind.

Guided by the United Nations Sustainable Development Goals, our integrated sustainability strategy focuses on four key pillars: minimizing our environmental footprint, advancing sustainable innovation, ensuring responsible sourcing, and supporting our people and communities. We target the most material opportunities to create positive impact for our customers, consumers and the world.

For more information about our progress, ongoing initiatives and future goals, please refer to IFF's latest Sustainability Report.



We Support Our Communities

IFF is committed to supporting charitable organizations and community initiatives that align with our values and impact areas—such as inspiring innovation, protecting nature, and supporting communities where we live and work. All charitable contributions must be approved in accordance with IFF's policies and procedures, and may only be made to eligible organizations, never to individuals or for the purpose of gaining business advantage.

Employees are expected to follow all approval processes and ensure contributions are transparent, properly documented, and compliant with applicable laws and company policies. Contributions to political, religious, or discriminatory organizations, or those that conflict with IFF's interests, are strictly prohibited.

For more information, please see IFF's Community Impact & Corporate Giving Policy and Procedures.

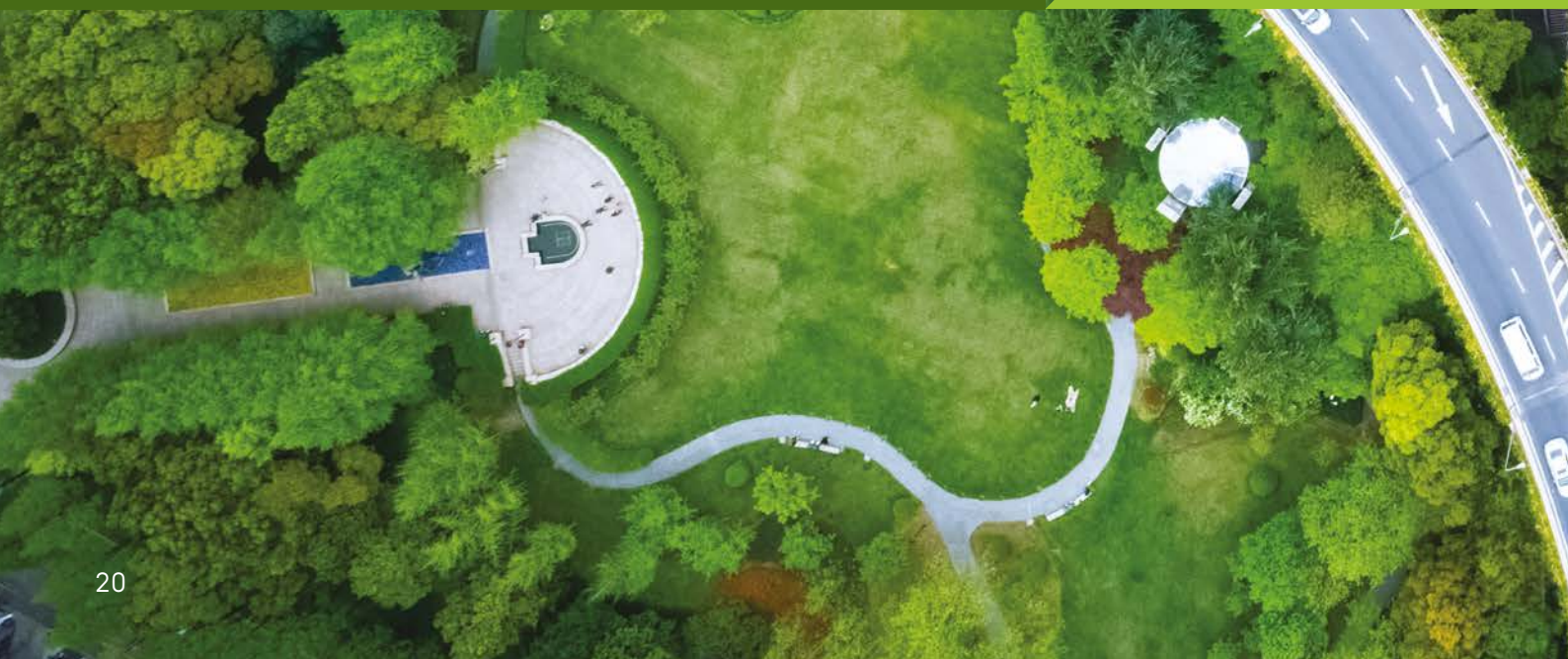
PREVENTING BRIBERY AND CORRUPTION



WE STAND FIRM AGAINST BRIBERY AND CORRUPTION

IFF has zero tolerance for bribery and corruption in any form, whether among private or public parties. We are committed to conducting business ethically, fairly, and in compliance with all applicable anti-bribery and anti-corruption laws worldwide—regardless of local customs or business practices.







What is Prohibited?

- Never offer, pay, or authorize a bribe or facilitation payment to anyone—including government officials, business partners, or third parties—under any circumstances
- Never request or accept a bribe or anything of value intended to improperly influence a business decision
- Never use agents, consultants, or other third parties to do what you are prohibited from doing yourself

What is a Bribe?

A bribe is anything of value—such as cash, gifts, hospitality, entertainment, employment opportunities, or special favors—offered or received to improperly influence a decision, secure business, obtain permits or licenses, or gain any unfair advantage.

Examples of Bribes:



Facilitation Payments

IFF prohibits facilitation payments, even if permitted by local law. These are typically small payments made to expedite routine government actions, such as processing paperwork or clearing goods through customs.



Your Responsibility

All employees are expected to know and follow our Code and Anti-Bribery Policy. If you suspect or become aware of any improper conduct, or if something doesn't feel right, contact Ethics and Compliance or Legal immediately.

By acting with integrity and refusing to tolerate bribery or corruption, we protect IFF's reputation and help ensure a fair marketplace for all.

What Would You Do?

QUESTION

A flavor product arrived at a port without proper labeling. A customs official has offered to release the shipment in exchange for a sum of money paid to him. The product is urgently needed to fulfill a customer order. Can I make the payment?

ANSWER

No, you cannot. Making such a payment would not only violate labeling regulations but also breach IFF's Anti-Bribery Policy and applicable anti-bribery laws. This type of payment—often referred to as a "facilitation payment"—is considered a bribe in many jurisdictions and is strictly prohibited by IFF policy.

Engaging in this conduct could expose both you and the company to serious legal, financial and reputational consequences. Regardless of urgency or location, employees must never authorize or make improper payments to government officials. If you are ever faced with such a request, you must immediately contact the Ethics and Compliance team for guidance.

WE NAVIGATE GIFTS, HOSPITALITY & ENTERTAINMENT ETHICALLY

At IFF, we seek successful working relationships and goodwill with our customers, suppliers and other business partners, as they are vital to our success. Giving and receiving non-excessive business entertainment, such as reasonable dinners and events, or exchanging modest gifts can help strengthen our connections with business partners, especially in cultures where gift-giving is customary. However, all gifts, hospitality and entertainment must comply with our policies and the law.

Gifts, Hospitality and Entertainment

What You Need to Know

- Never request or solicit a gift, hospitality or entertainment
- Keep it modest. Lavish gifts, hospitality or entertainment are never acceptable
- Decline invitations to events that involve inappropriate venues, entertainment, or activities that may compromise professional integrity
- Branded items are acceptable as long as they are not excessive
- Never give or accept anything of value that may be perceived as influencing or having the potential to influence your—or the recipient's—judgment or actions. Gifts come in many forms, such as services, employment and financial instruments like stocks
- No cash, gift cards, vouchers, lottery tickets in any amount, or other cash equivalents
- Refrain from offering gifts or hospitality to government officials. Contact Ethics and Compliance before engaging in such interaction
- Gifts that are not appropriate and not in compliance with our Anti-Bribery Policy must be rejected or immediately returned

If you are unsure whether a gift, hospitality or entertainment is appropriate—or if it involves a government official—contact Ethics and Compliance or Legal before proceeding. If public disclosure could cause embarrassment to IFF or you personally, it is not acceptable.

For more details, refer to IFF's Anti-Bribery Policy, Guidance on Gifts, Hospitality & Entertainment, and the Travel and Business Expense Policy. Always follow IFF's Ongoing Compliance Disclosure Process to disclose gifts, hospitality, or entertainment, involving government officials.

WE APPROACH POLITICAL ACTIVITIES RESPONSIBLY

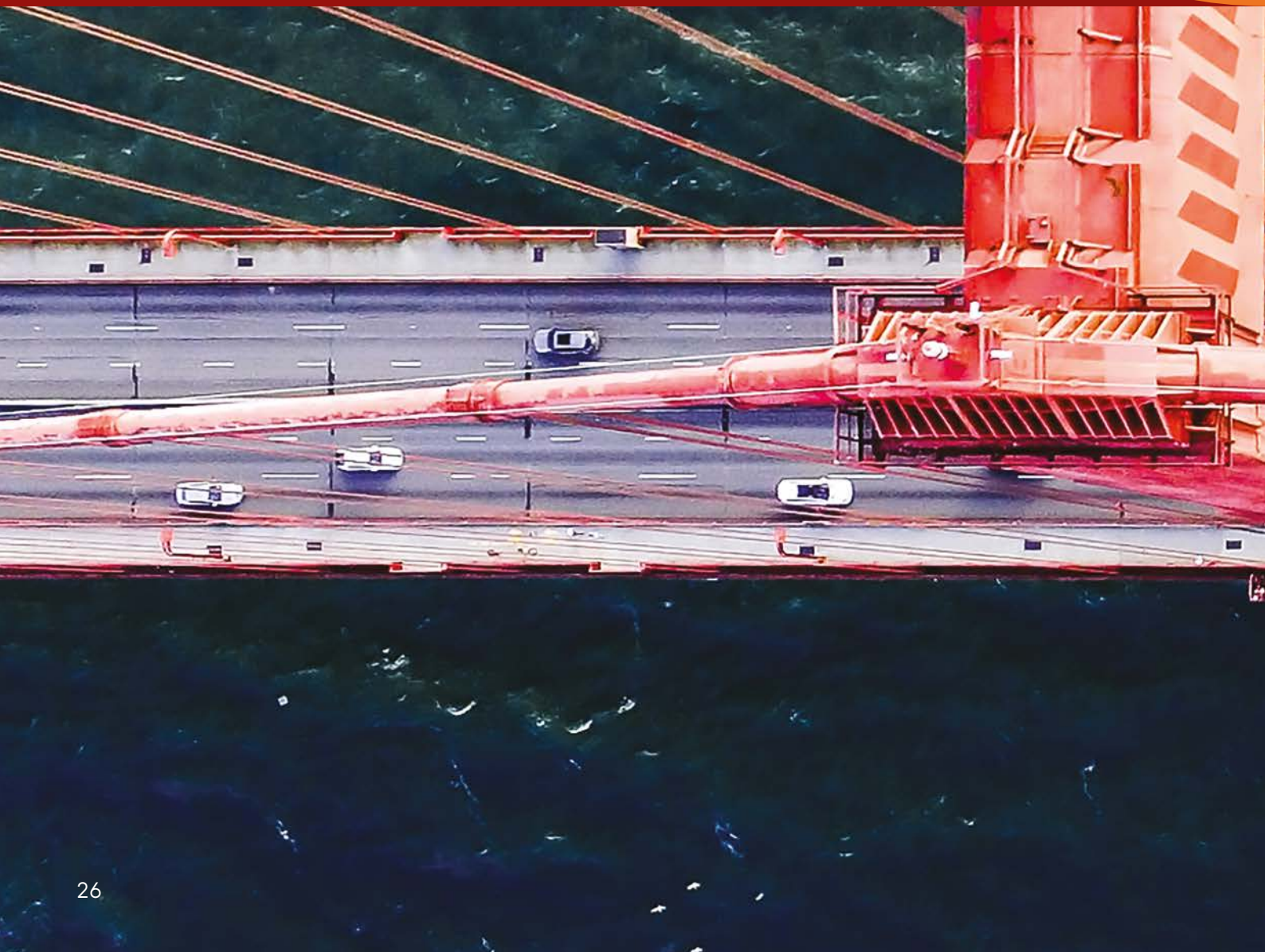
IFF encourages employees to be active and engaged citizens. However, company resources—including time, facilities, equipment and supplies—must not be used for personal, political or community activities. Soliciting or distributing political materials at work is not permitted. Personal participation in political or community activities is your choice and will not affect your employment.

All political activity on behalf of IFF, including lobbying or interactions with government officials, requires prior approval from Ethics and Compliance or Legal and must be coordinated with Public Affairs. IFF strictly prohibits direct or indirect company contributions to political campaigns, organizations, or candidates, as well as reimbursement of personal political contributions.



INTEGRITY IN OUR BUSINESS

At IFF, integrity guides every aspect of our work—from how we operate internally to how we engage with external partners and other third parties. Our commitment to ethical conduct remains unwavering, no matter the business activity or relationship. The following section outlines key compliance topics that help us uphold these standards in all that we do.





WE COMMIT TO FAIR AND TRANSPARENT BUSINESS PRACTICES

We are honest, ethical and transparent in the way we operate internally. By consistently aligning our behavior with our values, we build trust and credibility across every level of the organization and foster mutual respect that strengthens collaboration across teams.

We Are Transparent About Conflicts of Interest

Avoiding conflicts of interest—both inside and outside our organization—is essential to operating as an ethical and transparent company. When you have a conflict of interest, it can affect your judgment and compromise your ability to make impartial decisions. While working at IFF, you must ensure that your personal interests and relationships do not conflict—or even appear to conflict—with your professional obligations to IFF.

All actual, potential, or perceived conflicts must be promptly disclosed to your supervisor and reported online in IFF's Ethics and Compliance Portal. For additional guidance on conflicts of interest and step-by-step instructions on the disclosure process, please refer to IFF's Conflict of Interest Policy.

What is a Conflict of Interest?

A conflict of interest can take many forms and arises when your personal activities and relationships, either directly or indirectly, interfere or appear to interfere with your ability to act in the best interest of IFF.

Examples include:

- Engaging in activities that compete or appear to compete with IFF
- Having a personal or financial relationship with or holding an interest in a competitor, supplier, vendor, or customer
- Working or conducting business with a family member or with any business in which a family member has a personal financial interest
- Conducting non-IFF work activities during company time or with IFF resources
- Being in a romantic relationship with a supervisor or subordinate
- Working as a consultant for a competitor, supplier, or customer of IFF
- Serving as an employee, officer, or director of another company while employed by IFF

Disclosure is key: having a conflict is typically not a violation but failing to disclose one is.



What Would You Do?

QUESTION

I would like to hire my cousin's firm to perform services for IFF's buildings. I don't think it's a big deal as long as he gives us the best price and provides the same quality of service as other providers.

Do I have to tell my manager that I am related to the owner?

ANSWER

Yes, because it is a potential conflict of interest if your relative owns or works for a vendor or service provider with whom we do business. In a situation like this, you must disclose the conflict through IFF's Ethics and Compliance Portal and receive prior approval from your manager and Ethics and Compliance or Legal.



WE MAINTAIN ACCURATE RECORDS

Complete and accurate books and records are legally required and essential to managing IFF's business and maintaining the accuracy and integrity of our financial reporting and disclosures—all of which ultimately affect IFF's credibility and reputation.

"Books and records", which can be in electronic or hard copy, do not refer to just financial accounts, but to all records prepared, generated, or maintained in the course of IFF's business. Examples include invoices, purchase orders, agreements, time sheets, payroll documents, travel and expense reports, test results, instrument readings, technology vulnerability reports, safety and environmental reports, and regulatory filings.

Given the extensive list of records, the responsibility for ensuring their accuracy and completeness rests with each of us, not just IFF's accounting and financial personnel. When you contribute to the creation of business records, for example by submitting an expense report, a time sheet, or a purchase order, you are responsible for the honesty and accuracy of the information you submit.

Any attempt to conceal or misstate information in IFF's books or records is a serious violation. This includes:

- Delaying recording the date of an order or payment
- Reporting inaccurate or misleading information about a transaction
- Falsifying inspection reports, test data, or other company documents

The rule is clear: all records and reporting must be complete, fair, accurate, timely and not misleading. No exceptions.

WE AVOID INSIDER TRADING & DISCLOSURE OF MATERIAL NON-PUBLIC INFORMATION

It is illegal and unethical to buy or sell IFF securities—or the securities of any other company—while in possession of material non-public information ("inside information").

IFF strictly prohibits:

- Buying or selling IFF stock, options, or other securities if you have material non-public information about IFF
- Trading in securities of other companies, including customers or suppliers, based on material non-public information learned through your work at IFF
- Sharing or disclosing material non-public information with anyone—including investors, analysts, family or friends



Material non-public information is any information not yet made public that a reasonable investor would consider important when deciding to buy, sell, or hold securities. Examples include:

- Unreleased financial results or forecasts
- Mergers, acquisitions, or divestitures
- Management changes
- New product launches or innovations
- Significant customer or contract changes
- Pending litigation or regulatory actions

Violations can result in severe civil and criminal penalties for you and others involved. For more information, refer to IFF's Insider Trading Policy and contact Legal with any questions or concerns.

WE BUILD TRUST WITH OUR BUSINESS PARTNERS THROUGH ETHICAL DEALINGS

IFF is committed to conducting business ethically and responsibly in every interaction with our business partners, vendors and third parties.



When working with business partners, you must:

- **Avoid unfair or deceptive practices**
- **Treat all partners honestly, fairly and objectively**
- **Be transparent about our products and services**
- **Follow proper procurement and sourcing procedures**
- **Select partners based on merit, free from conflicts of interest**
- **Respect confidentiality obligations**
- **Uphold their intellectual and other property rights**



We Hold Our Business Partners to the Same Standards

We are committed to maintaining the highest ethical, legal and professional standards. Likewise, we expect our suppliers and business partners to share these values and operate with integrity, transparency and accountability.

We will only work with partners who share our commitment to ethical business practices. All vendors are expected to comply with IFF's Vendor Code of Conduct, which outlines requirements such as labor standards, anti-bribery, confidentiality, and adherence to applicable laws and regulations. These are the minimum requirements for doing business with IFF.

To protect IFF from corruption and other risks, appropriate due diligence and background checks are required. For more information, refer to IFF's Third Party Due Diligence Procedure.



We Stay Vigilant Against Money Laundering and Related Activities

IFF strictly prohibits any involvement in money laundering, terrorist financing, or the use of company resources for illegal or illegitimate purposes. Money laundering is the process of disguising the origins of criminal proceeds to make them appear legitimate, often through complex transactions or shell companies.

Be vigilant for suspicious activity in your business dealings. If you suspect a business partner or third party may be engaged in illegal or questionable conduct, contact Ethics and Compliance or Legal immediately.

We Follow Trade Control Laws

As a global company, IFF delivers its expertise, creativity and products throughout the world and across many borders. Operating globally means that IFF is subject to trade control laws in various countries where we do business, and IFF is committed to full compliance with these laws, including:

- Export controls, trade restrictions, trade embargoes, and economic sanctions, which limit or prohibit IFF from engaging in business activities related to certain products, technology or software or with certain countries, individuals, or entities
- Anti-boycott laws that prohibit companies from participating in or cooperating with an international boycott that is not approved or sanctioned by the U.S. government
- Other import or export laws that require IFF and its business partners to pay duties and/or to obtain specific licenses, permits, or other documentation before transferring products, technology and software across borders

Trade control laws and anti-boycott laws are complicated and can change rapidly. If you have any questions or concerns, you should contact Legal before proceeding with any action. You must follow IFF's Trade Control Policy, especially if you are responsible at IFF for making decisions about where or to whom we buy or sell products or you are otherwise involved in cross-border business transactions.



We Compete Fairly and Responsibly

IFF is committed to competing fairly and ethically in every market where we operate. We strictly prohibit any conduct that violates antitrust or competition laws, which are designed to protect consumers and promote a level playing field.

Even informal conversations—such as at trade shows, industry events, or social gatherings—can raise serious legal concerns if they touch on these topics. If you are unsure whether a discussion or interaction is appropriate, consult Legal immediately.

You must never, directly or indirectly, agree with competitors to:

- Fix or coordinate prices, discounts, rebates, or other terms of sale
- Align or coordinate tender submissions or bids
- Divide markets, territories, customers, or product lines
- Boycott suppliers or limit production
- Inappropriately restrict employment relationships

Handling Competitor Information

We compete vigorously, but fairly. You must never obtain, use, or share competitor information through unlawful or unethical means. Acceptable sources include public filings, news articles and publicly available presentations. Never seek confidential information through deception, misrepresentation, or third parties.

When a Competitor Is Also a Customer

If IFF supplies products to a competitor, discussions must be strictly limited to the terms of that specific transaction. Do not discuss pricing or commercial terms for other IFF products or services.



Why It Matters

Violations of antitrust laws can result in severe penalties—including criminal charges—for individuals and for IFF. These laws are complex and even well-intentioned actions can lead to serious consequences.

For more information, refer to IFF's Antitrust and Competition Policy and contact Legal with any questions or concerns.

What Would You Do?

QUESTION

At a recent trade association meeting, one of our competitors casually suggested that it would be beneficial if we divided the regional market among ourselves to maximize profits with less effort. She added that the conversation was "off the record."

I felt uncomfortable—was this conversation appropriate?

ANSWER

Absolutely not. While trade association meetings can serve legitimate industry purposes, they should be approached with caution. Any discussion with our competitors involving pricing, terms of sale, market territories, or customer allocation is strictly prohibited under antitrust laws and must be avoided. If a competitor initiates such topics, you must clearly reject the suggestion, immediately end the discussion and remove yourself from the situation. You should also report the incident to Legal without delay.

We Ensure Product Compliance and Regulatory Integrity

IFF is committed to full compliance with all applicable laws, regulations and industry standards governing the safety, quality and integrity of our products. This includes complex and evolving requirements across food, cosmetic, drug and chemical sectors.

We are responsible for ensuring that:

- Our products and ingredients meet legal approval requirements in every market where we operate
- Product labeling is accurate, transparent and compliant with local and international regulations
- Claims about our products are truthful, substantiated and aligned with regulatory expectations
- Manufacturing, packaging and shipping processes follow applicable safety and quality standards

Regulatory compliance is not optional—it is essential to protecting consumers, maintaining trust and preserving IFF's reputation. We expect all employees to understand the rules that apply to their work and to seek guidance when needed.

If you have questions about regulatory requirements or product compliance, contact your supervisor, Regulatory or Legal immediately.





What Would You Do?

QUESTION

I want to present a customer with a fragrance that contains an ingredient that has not yet been cleared internally for fragrance use. The ingredient is already cleared for flavor use. Can I present this fragrance?

ANSWER

No. The ingredient cannot be used until the internal clearance process is complete for the “end use” of the product. Regulations that apply to fragrances do not necessarily apply to flavors, and vice versa.

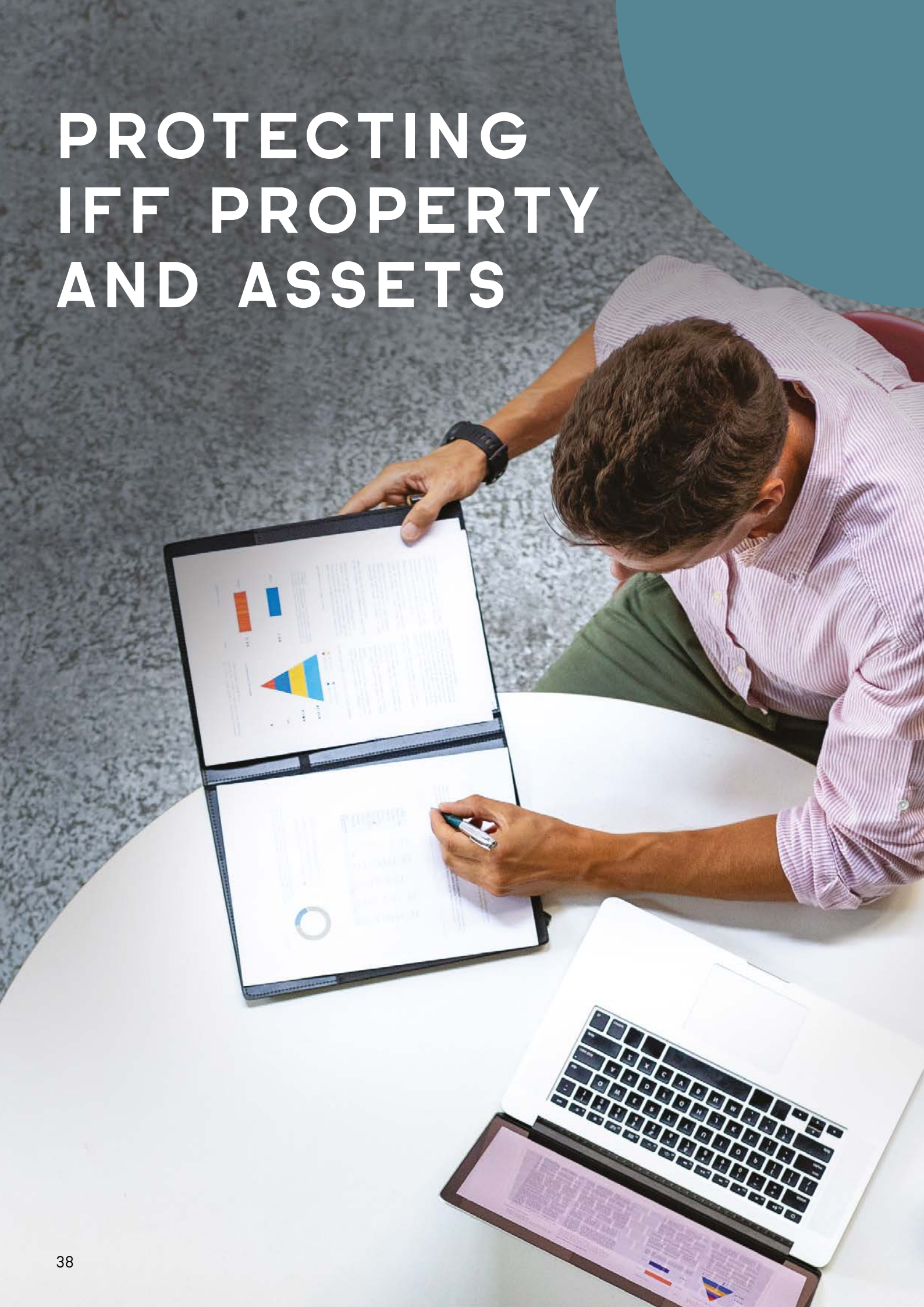
QUESTION

A supplier has advised me that its product contains trace levels of a contaminant, but the levels are extremely low and present no safety concern. He also told me that the supplier is taking steps to eliminate the contaminant. Do I need to tell my supervisor?

ANSWER

Yes, immediately. Even the slightest hint of an environmental, safety or quality problem with one of our products or ingredients must be reported as soon as it is discovered. You should contact a member of Regulatory or Legal right away.

PROTECTING IFF PROPERTY AND ASSETS





WE PROHIBIT FRAUD, THEFT, WASTE OR MISUSE

At IFF, we act like owners—protecting the company's resources as if they were our own. These resources are essential to delivering value to our customers and include both tangible assets (such as facilities, equipment and funds) and intangible assets (such as intellectual property, confidential information and proprietary know-how).

IFF property and assets must be used only for legitimate business purposes. Any misuse, theft, or use of company resources for personal gain, unethical conduct, or illegal activity is strictly prohibited.

Your responsibilities include:

- Following IFF's Procurement Policy when sourcing materials or services
- Using company funds responsibly, especially for travel and entertainment, in line with the Travel and Business Expense Policy
- Ensuring all transactions are properly authorized and within the limits set by the Authorized Signatory and Approver Policy (ASAP)
- Returning all company property—physical or digital—when your employment ends

If you suspect fraud, theft, or misuse of IFF resources, report it immediately. Violations may result in disciplinary action and, in some cases, criminal liability.

WE SAFEGUARD OUR INTELLECTUAL PROPERTY, TRADE SECRETS & CONFIDENTIAL INFORMATION

IFF's success relies on protecting our confidential and proprietary information, intellectual property and brand assets—essential to maintaining our competitive edge, reputation and legal compliance. Safeguarding the confidentiality and integrity of our discoveries, formulas, manufacturing processes and scientific data keeps us at the forefront of our industry. To continue delivering superior products and services, we must protect these unique assets along with other sensitive business information, such as sales and pricing data. You are responsible for preventing unauthorized access or use of IFF's confidential information, as well as that of our employees, customers, suppliers and business partners.

What Must Be Protected?



- **Intellectual Property and Trade Secrets:** All intellectual property created by you or IFF during your employment is company-owned and often confidential. It must be used solely for IFF business and never shared with third parties. This includes inventions, formulas, processes, products, customer lists, programs, patents, trademarks, copyrights, trade secrets, domain names and improvements. You are also responsible for helping IFF avoid infringing on others' intellectual property. Before launching a new product or process, consult Legal's Intellectual Property Team for a patent review.



- **IFF Brand and Logo:** The IFF name and logo are among our most valuable assets and must be used properly to preserve their value. Be familiar with IFF's brand guidelines, watch for misuse by colleagues, customers, suppliers, or competitors—especially online—and report any concerns to line management, Corporate Communications, Marketing, or Legal's Intellectual Property Team.



- **Confidential and Proprietary Information:** This includes any non-public information related to IFF, our employees, customers, or business partners. Examples include strategic plans, brand assets, employee data, trade secrets (such as formulas and recipes), product specifications, financial and operating data, research and development, manufacturing methods, customer and supplier details, pricing strategies, and system credentials. If the information is not publicly available and its disclosure could harm IFF or violate laws or policies, it must be treated as confidential.

If you are unsure whether a particular piece of information is confidential, consider the following questions:

Is the information restricted from public access?

Could disclosure of the information harm or disadvantage IFF or any employee or business partner of IFF?

Could your work or the work of others be jeopardized if the information is shared?

Would disclosing or using the information violate any law or regulation?



If your answer to any of the above questions is “yes,” then you should consider the information confidential and treat it accordingly. Some information may also qualify as a trade secret if it’s known only to a limited group, has commercial value and is actively protected. Your obligation to protect this information applies during and after your employment.

To help IFF maintain its competitive advantage, you must take steps to effectively protect trade secrets and confidential information by complying with IFF’s Confidential Information and Trade Secret Policy. This obligation applies at all times during your employment, including outside of the workplace and working hours, and continues beyond your employment with IFF.

Communicating Confidential Information

Always be cautious and thoughtful when sharing confidential or proprietary information, whether in writing—including emails and instant messages - or during in-person or virtual conversations. Be aware of your surroundings when talking about confidential or proprietary information on a mobile phone, in a public place or at a social gathering. Remember that your obligation to protect confidential and proprietary information applies to conversations with friends, colleagues at other companies, and even to members of your own family. The obligation also continues beyond your employment with IFF.

Only authorized individuals may disclose confidential information, and only when necessary for business purposes with proper safeguards in place. If you have any questions about whether information is confidential or proprietary or whether it can be disclosed, please seek guidance from Legal.

For more guidance on how to keep IFF information secure and confidential, please see the Confidential Information and Trade Secrets Policy and Regulation Fair Disclosure Policy.





What Would You Do?

QUESTION

A chemist in our R&D group has just resigned and plans to join another company. She told me that she is planning on copying her files related to several processes she created while at IFF because she claims that it is unlikely that IFF will ever use them. Is it okay for her to take this information?

ANSWER

No. Everything an employee creates in his or her capacity as an employee of IFF, including processes and inventions, belongs to IFF. The creations are to be used solely in connection with IFF business and may not, under any circumstances, be taken or utilized by an employee following his or her departure.

QUESTION

I'm an account manager for one of IFF's largest customers. The customer recently asked if I could provide the formula for a product the customer purchased. Can I provide this information?

ANSWER

Maybe, subject to the appropriate approvals and conditions. Formula and ingredient disclosures may only be made with the prior approval of a member of Regulatory or Legal according to strict disclosure specifications and confidentiality procedures. You should contact a member of Regulatory if the customer is requesting disclosure for regulatory purposes. In all other cases, please contact Legal.

EXTERNAL COMMUNICATIONS AND PRIVACY





WE ENGAGE IN COMMUNICATIONS AND SOCIAL MEDIA WITH CARE

As a publicly traded company, IFF must ensure that all external communications are accurate, consistent and aligned with our corporate messaging. To protect our reputation and comply with legal and regulatory requirements, only designated spokespersons—such as the CEO, CFO and members of the Investor Relations and Corporate Communications teams—are authorized to speak on behalf of IFF.

Unless you have explicit authorization and approval of content, you must not make public statements or respond to inquiries about IFF's business, operations, employees, or partners. This applies to:

- Traditional media (TV, radio, print, etc.)
- Speaking engagements and public forums
- Personal or professional social media accounts
- Blogs, articles, or other published content
- Online platforms and content-sharing sites
- Any "on the record" or "off the record" requests, including from investors or analysts

If you are contacted for comment or information, forward the inquiry to media.request@iff.com or a member of the Corporate Communications team.

USE OF SOCIAL MEDIA

Do

- Always disclose that you are an IFF employee when posting anything about IFF on any public platform. Make clear that your views are yours alone and not of IFF
- Always respect brands, trademarks and copyrights of other companies
- Be respectful and professional in your communications

Don't

- Do not share any IFF confidential information
- Do not share any information about IFF customers, business partners, or employees



For more guidance, refer to IFF's External Communications Policy and Social Media Policy.

WE USE TECHNOLOGY & COMMUNICATIONS SYSTEMS RESPONSIBLY

IFF provides electronic communication and information systems—including computers, mobile devices, software, servers, email and internet access—to support business operations. These systems, and all data transmitted or stored on them, are company property and must be used responsibly. Incidental personal use is permitted unless restricted by local policy or your employment contract. However, such use must not interfere with business operations, reduce productivity, or expose IFF to risk.

Appropriate Use

You are expected to use IFF systems in a professional and lawful manner.

Inappropriate use includes:

- Sending or accessing abusive, threatening, defamatory, or otherwise offensive content
- Unauthorized sharing or copying of confidential, proprietary, or personal data
- Accessing systems, files, or networks without proper authorization
- Using IFF systems for personal business, political fundraising, or religious activities
- Engaging in any illegal, unethical, or non-compliant activity

Security and Confidentiality

Protecting IFF's digital assets is a shared responsibility. You must:

- Safeguard passwords and access credentials to protect IFF systems from accidental or unauthorized access
- Use only approved IFF systems and applications to send, receive, or store business information
- Do not use personal email accounts, third-party file sharing platforms, or unauthorized messaging apps for IFF business unless explicitly authorized in writing

Monitoring and Privacy

IFF reserves the right to monitor, access, review, delete and record communications and activity on its systems, including personal emails and internet usage, in accordance with applicable laws.

For more information, refer to IFF's Acceptable Use Policy, and related guidelines.

If you suspect that IFF data has been mishandled or disclosed improperly, contact Digital Technology Solutions (DTS) immediately.

WE LEVERAGE ARTIFICIAL INTELLIGENCE (AI) ETHICALLY

IFF embraces the potential of artificial intelligence to enhance innovation, efficiency and creativity across our business. However, with this opportunity comes responsibility. The use of AI must be ethical, transparent and aligned with our values, policies and legal obligations.



Responsible Use and Development of AI

Employees must use AI tools only in ways that:

- Comply with applicable laws, regulations and IFF policies
- Ensure human oversight of all output generated by AI for accuracy prior to its use and/or distribution
- Protect all of IFF's data, including confidential, proprietary and personal data
- Protect our business partners' data
- Avoid generating or sharing misleading, biased, or inappropriate content
- Are transparent and traceable, especially when outputs are used in decision-making or communications



Prohibited Uses

Do not use AI tools to:

- Create or distribute deceptive content (e.g., impersonation, deepfakes)
- Circumvent internal controls or automate restricted tasks
- Input sensitive company or customer data into public or unapproved AI platforms
- Generate outputs that could violate IFF's Code of Conduct or harm our reputation

If you use AI to assist in your work, you are responsible for the accuracy, appropriateness and impact of the output. You must be able to explain how the tool was used and ensure that its use is disclosed when required.

All use of AI tools must follow IFF's Artificial Intelligence Policy, which outlines governance for such use, approved platforms, use cases and risk mitigation practices. Employees must seek guidance from Legal, Ethics and Compliance, or Digital Technology Solutions (DTS) when in doubt.

WE PROTECT PRIVACY AND SECURE PERSONAL DATA

IFF is committed to protecting the privacy and personal data of our employees, customers, business partners, and others with whom we do business. We handle personal data responsibly, securely and in compliance with applicable privacy laws and IFF policies.

What Is Personal Data?

Personal data includes any information that can identify an individual.



Name



Email address



Government ID



Employee ID



Phone Number



Financial account details



Login credentials

IFF collects personal data for legitimate business purposes, including administering employee benefits, managing customer and partner relationships, and meeting legal and regulatory obligations.

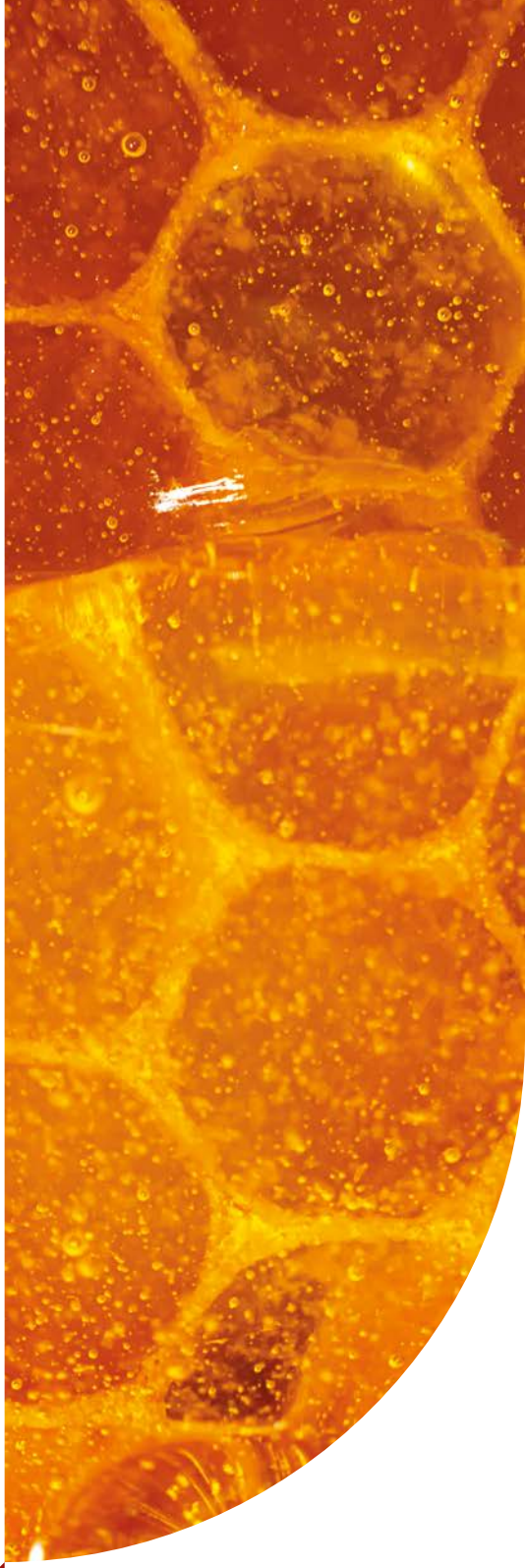
If your role involves access to personal data, you must:

- Collect, use and share personal data only for legitimate business purposes
- Limit access and use to what is necessary for your job responsibilities
- Protect personal data from unauthorized access, loss, or misuse
- Avoid disclosing personal data to anyone who does not have a legitimate need to know—inside or outside of IFF
- Continue to respect confidentiality even after your employment ends

We also require third parties who handle personal data on our behalf to comply with applicable privacy laws and contractual obligations.

For more information, refer to the IFF Employee Privacy Policy and related data protection procedures. If you have questions about personal data protection or privacy requirements, please reach out to Legal. If you suspect that personal data has been misused, lost, stolen, or accessed improperly, report it immediately to the DTS and Legal teams.

WE RETAIN DOCUMENTS APPROPRIATELY



IFF generates a significant volume of business records daily—both in paper and electronic form. You are responsible for managing these records throughout their lifecycle: from creation and maintenance to proper storage and eventual disposal.

All records must be retained and disposed of in accordance with IFF's Records Retention Policy. If you handle sensitive records—such as financial data or personal employee information—you have an elevated responsibility to understand and follow these requirements.

Legal Holds and Exceptions

IFF's standard retention periods do not apply when documents are subject to a legal hold. If you are notified to preserve records related to a pending or potential lawsuit, investigation, audit, or regulatory inquiry, you must retain all relevant documents—even if they would otherwise be scheduled for deletion.

Destroying or altering records under legal hold—even unintentionally—can expose both you and IFF to serious legal consequences.

If you're unsure whether a document should be retained, keep it and consult the Records Retention Policy or contact Legal for guidance.

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*Note to Employees: This Code of Conduct ("Code") is not a contract. It does not convey any specific employment rights or guarantee employment for any specific period of time. References to "IFF" in this Code mean 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. There are references throughout this Code to IFF policies, procedures, standards and guidelines (collectively "IFF policies"). In most instances, only the main points or a summary of the policies appears in this Code. For a complete copy of any IFF policy, visit IFFConnect or contact Ethics & Compliance or Human Resources.