

Corporate presentation

Always inspiring more...

2026



symrise 

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Symrise
snapshot
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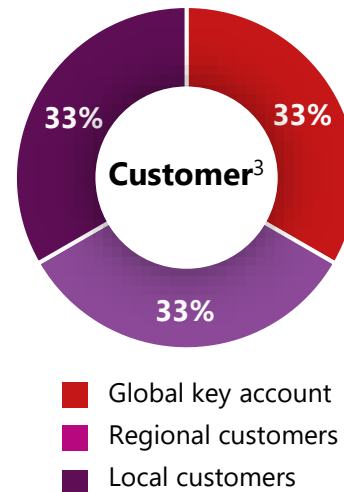
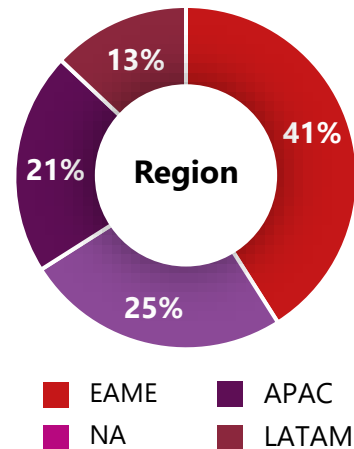
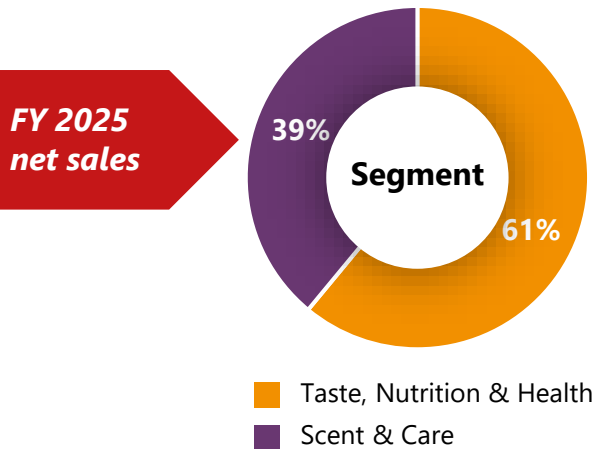
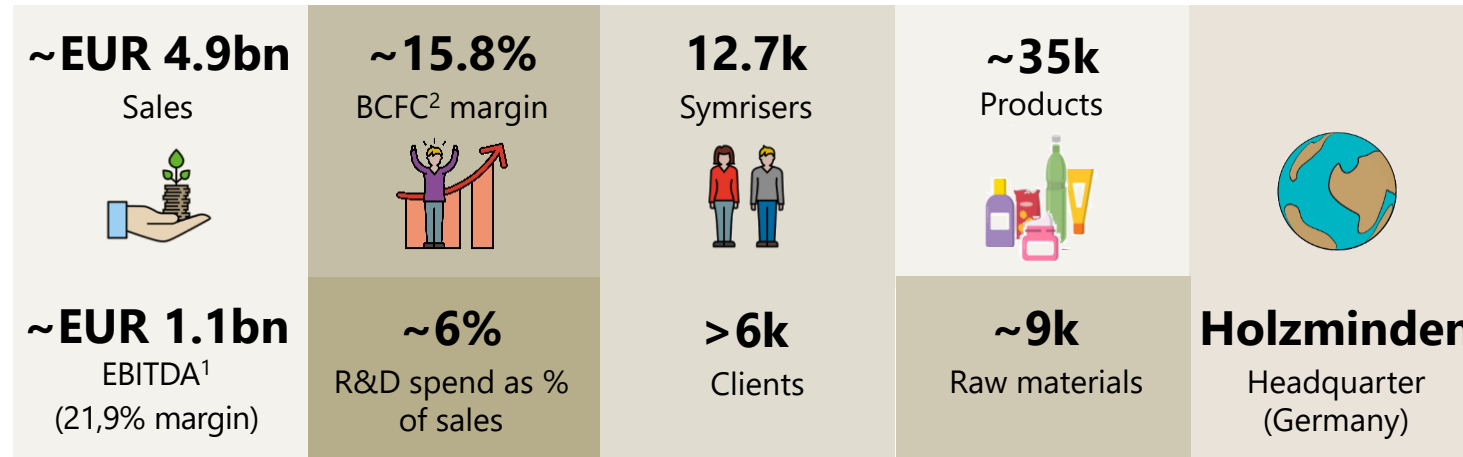
ONE Symrise
Strategy and
ONE SYM
Transformation
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1. Symrise snapshot

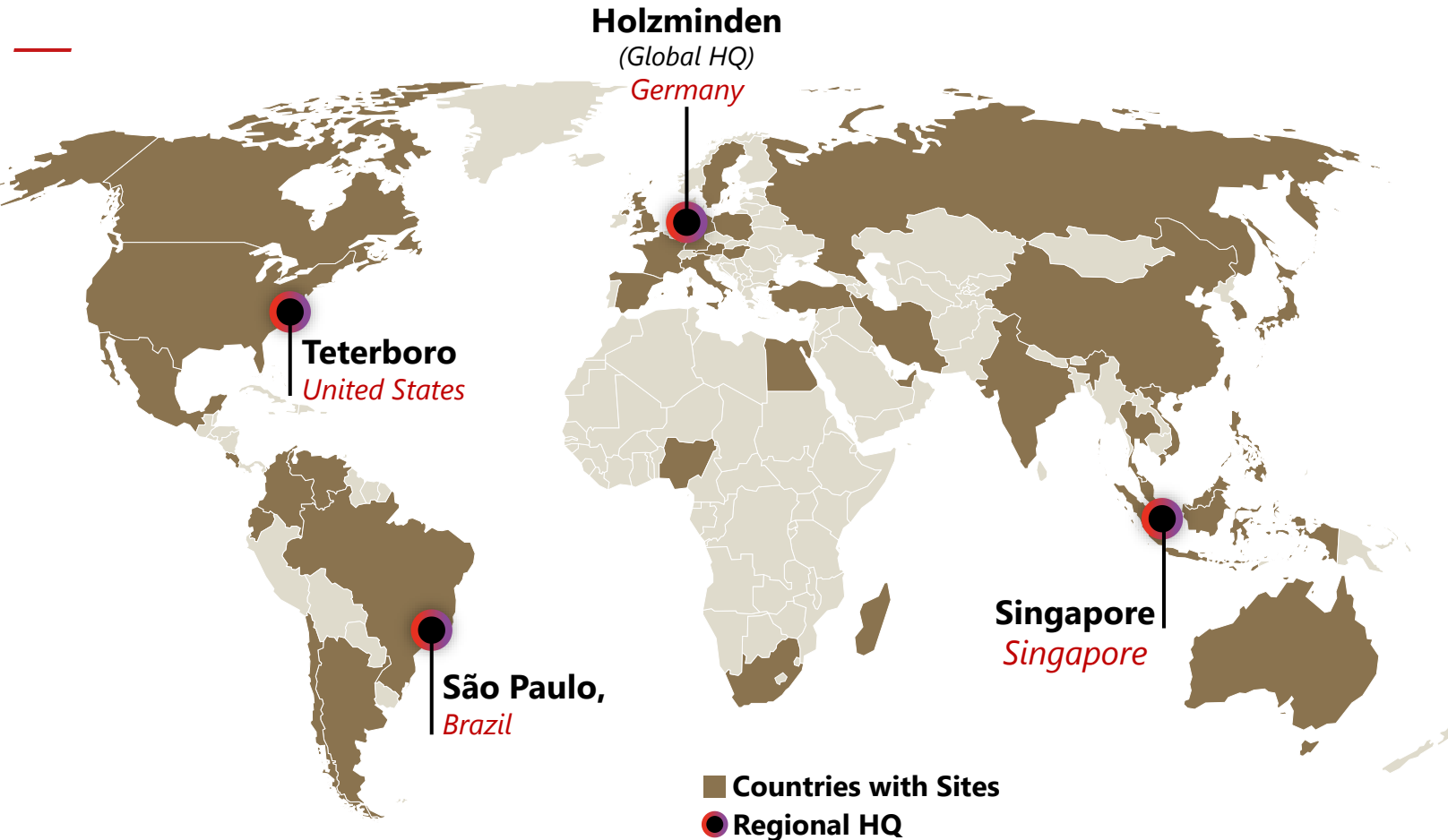
Symrise today



Our purpose

*Innovate
in health, well-being
& beauty
for the entire family's
every-day life*

Increasing Global Footprint with Localized Expertise



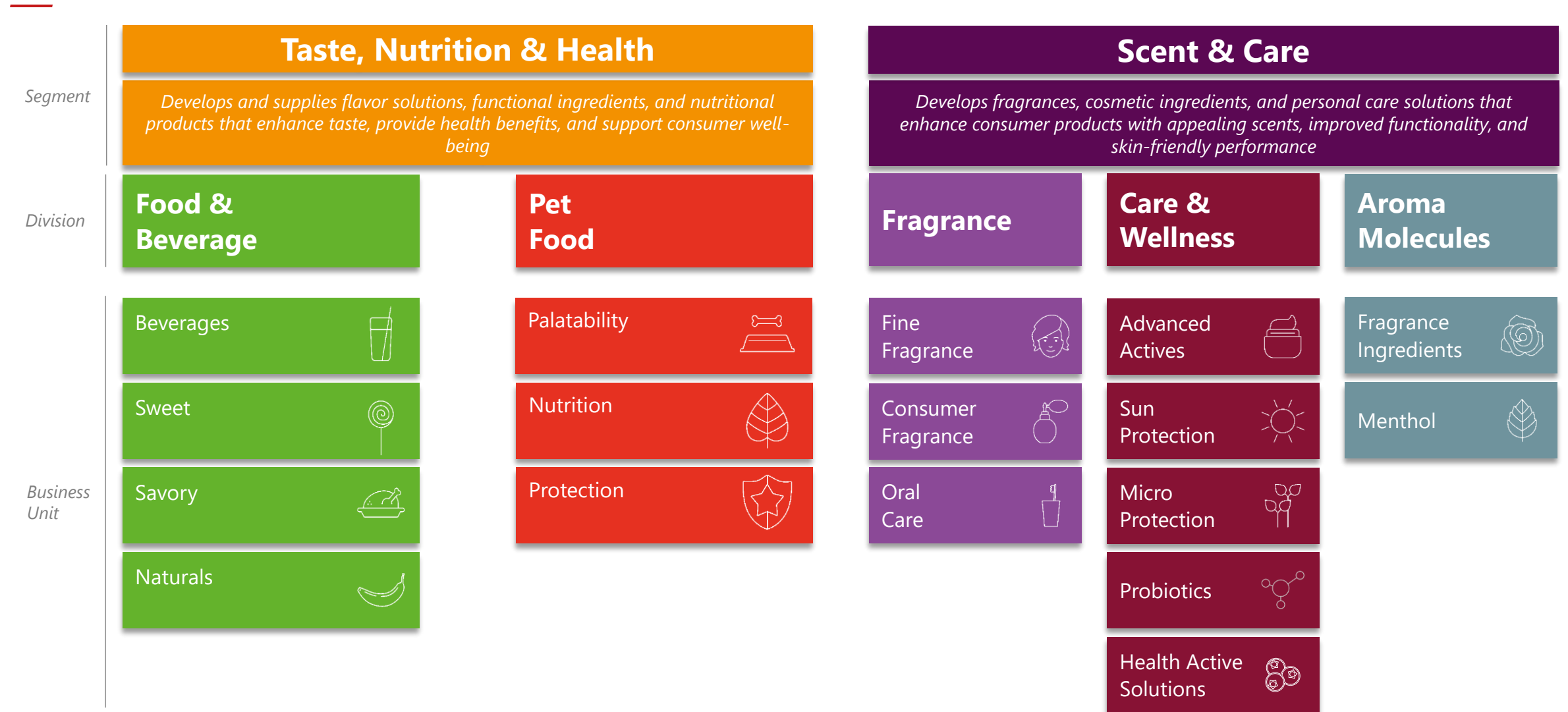
> 100
SITES WORLDWIDE

~ 70
COUNTRIES

- Global operational **capabilities**
- “**Glocal**” **innovation approach** to co-creation and formulation
- **Local service and insights** enable customer centricity
- Ability to **tailor products and solutions** to local and regional needs and requirements
- **Long-term partnerships** with farmers and suppliers in local communities

Well-positioned to meet global, local, and regional customer needs on a global scale

Complementary, diversified portfolio with leading market positions





2. Business segments deep dive



Taste, Nutrition & Health snapshot¹

Differentiated and sustainable global leader in Food & Beverage and Pet Food markets



EUR 3.0bn
Sales

23.8 %
Adj. EBITDA margin

EUR 30bn
Market size²

~ 40
Countries with sites

Food & Beverage (~70 %³)

Unique capabilities

- Provide complete solutions in culinary, beverages, snacks, dairy, sweet, baby food and consumer health
- Product development expertise combining flavor, natural and health active ingredients
- Digital co-creation center
- Supply chain resilience with global network of in-house agronomy teams and long-term farmer partnerships

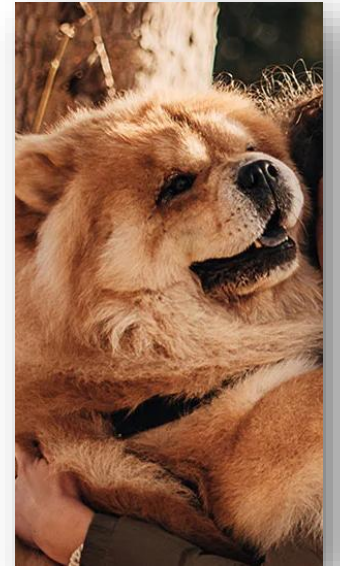


#1 Market position in taste balancing, vanilla, meat tonalities, chicken

Pet Food (~30 %³)

Unique capabilities

- Provide complete solutions in palatability enhancers, added value nutrition, pet food protection
- “Glocal” R&D approach – global footprint with adaptability to local tastes and requirements
- Unique development expertise for integrated solutions
- Unique consumer insights tools (i.e. Panelis)



#1 Market position in Pet Food palatability, Pet Food egg protein, Pet Food chicken protein

¹ All figures based on FY 25.

² Sources: IAL, The Insight Partners, F&S, Symrise internal market research.

³ % of FY25 TN&H sales.

Scent & Care snapshot¹

Global leader in innovative ingredients delivering compelling sensory and care experiences



EUR 1.9bn
Sales

18.9%
Adj. EBITDA margin

EUR 26bn
Market size²

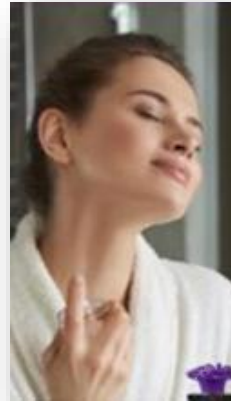
~ 30
Countries with sites

Fragrances (57 %³)

Complete solutions

- Fine Fragrances, Consumer Fragrances (Home and Beauty Care Applications), Oral Care

#1 Position in Oral Care



Care & Wellness (23 %³)

Complete solutions

- Micro Protection, Sun Protection and Functionals, Actives and Botanicals

#1 Position in Micro Protection



Aroma Molecules (20 %³)

Complete solutions

- Menthol, Specialty Fragrance Ingredients and Fine Aroma Chemicals

#1 Position in musk and menthol



Innovative New Product Development

Synthetic and natural captives development

High-performing, cost-efficient delivery systems

Breakthrough multi-functional ingredients

Advanced care solutions with leading well-being benefits



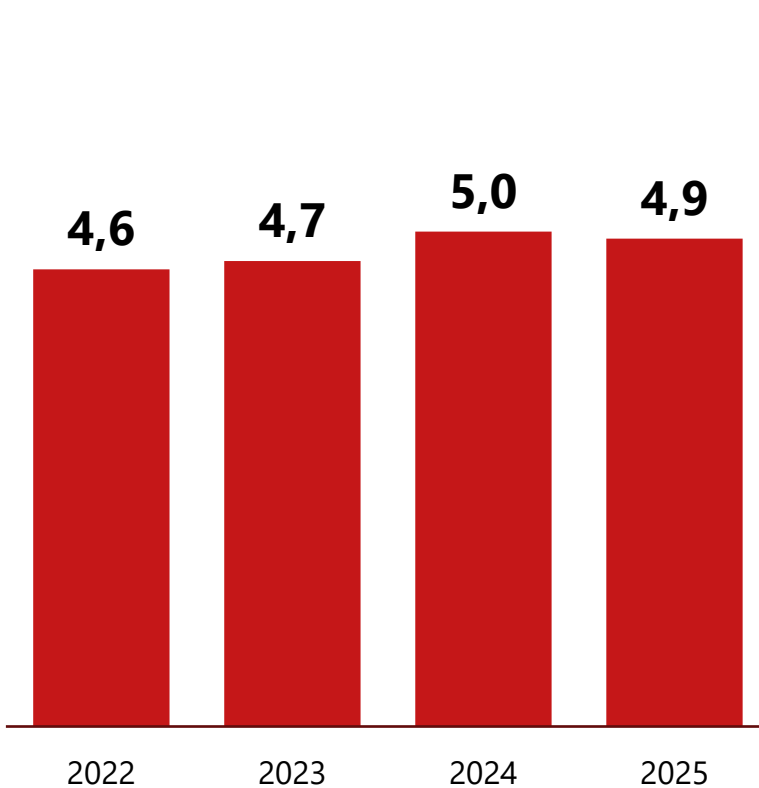
3. Financial overview

Resilient financial track record

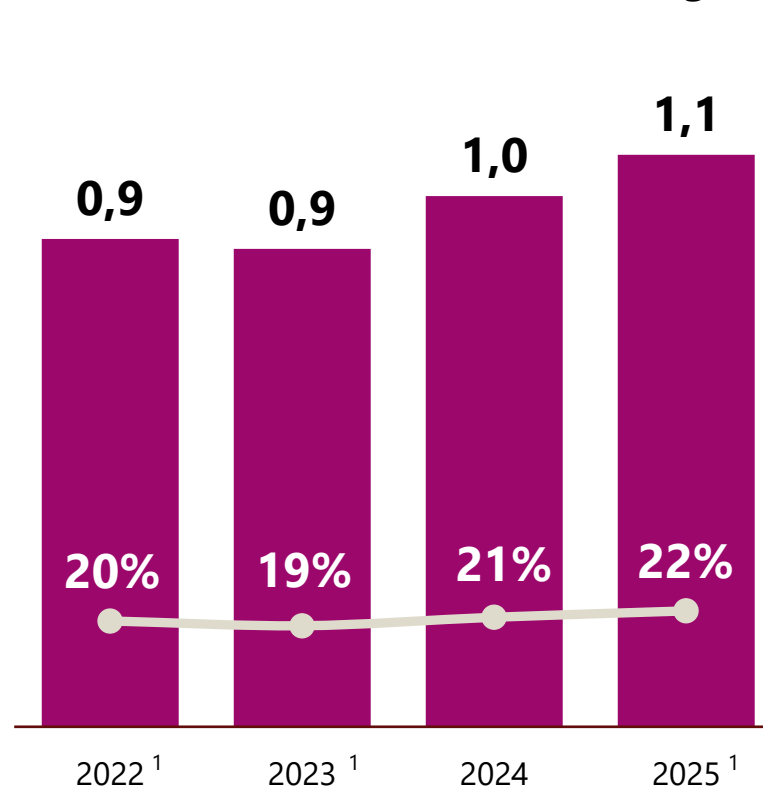
Disciplined execution delivering steadily improved results



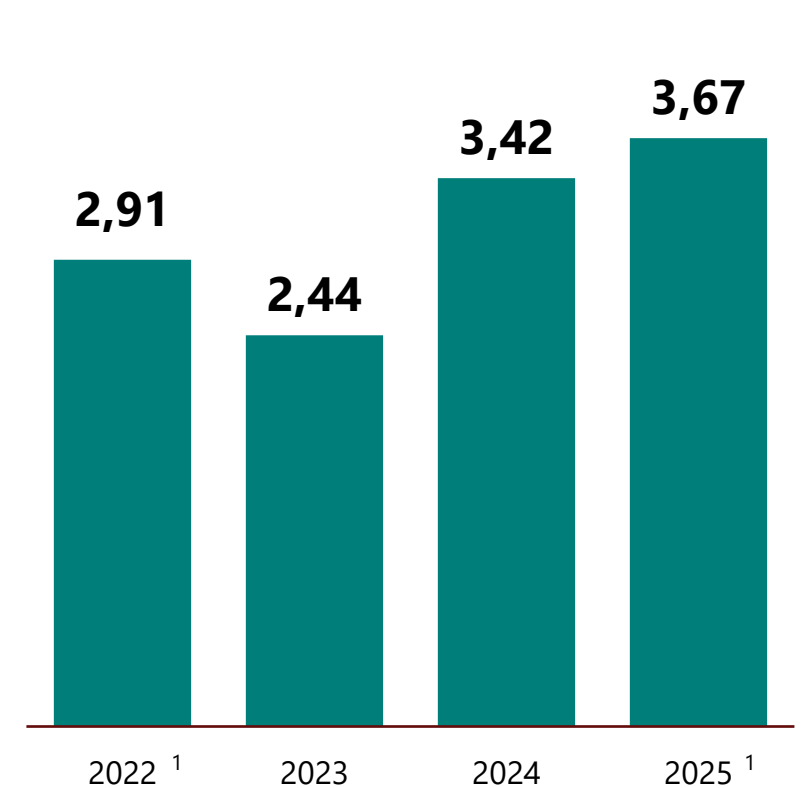
Sales (EUR bn)



EBITDA (EUR bn) & **EBITDA margin**



EPS (EUR)



¹ Adjusted for one-time effects.

FY 2026 outlook and mid-term targets



	2026 outlook	mid-term targets (2025-2028)
Organic growth	2 % - 4 %	5 % - 7 % (CAGR)
EBITDA margin	21.5 % - 22.5 % (adjusted)	21 % - 23 %
BFCF margin	> 14 % (adjusted)	> 14 %
Commentary	• Current business momentum supports Q3 organic sales growth similar to Q2 • 2026 Outlook is underpinned by the acceleration of our ONE SYM Transformation program and supported by strong project vitality with key customers, a solid pipeline of new solutions, and resilience in our core end markets	• Multi-year growth opportunities – Accelerated ONE SYM Transformation – Structural growth tailwinds – Emerging markets growth – Product and technology innovation – Portfolio opportunities



4. Strategy

Executing our ONE Symrise Strategy and ONE SYM Transformation

Sharpening our competitive edge

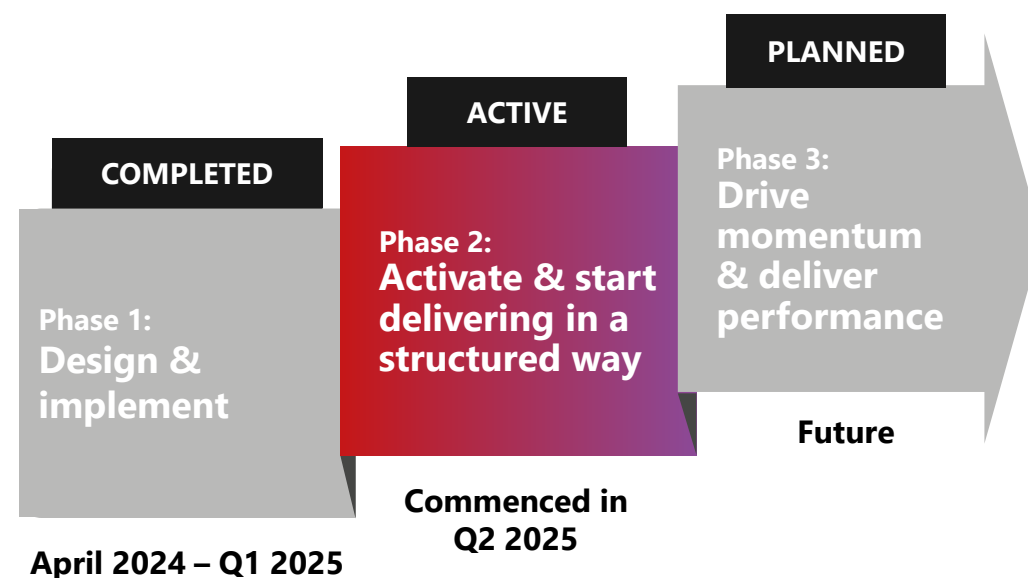


ONE Symrise Strategy



Harnessing and amplifying our potential to drive durable, profitable growth through our purpose-driven strategy

ONE SYM Transformation



Multi-year, organization-wide change program that supports implementation of our strategy and translates our ambitions into action

Advancing our strategy and driving organizational change



PORTFOLIO

Proactive portfolio management

- Focusing on higher growth, higher margin and lower capital intensity markets
- Taking holistic approach and divesting lower margin, higher capital intensity businesses
- Strengthening core businesses through focused partnerships and accretive acquisitions

GROWTH

Sharpen value creation

- Enhancing co-creation through joint product developments and dedicated teams
- Driving innovation through consumer insights and holistic ecosystem focused on core capabilities
- Leveraging expertise in nutrition, health and wellbeing beyond traditional flavors and fragrances

EFFICIENCY

Leverage global scale

- Delivered EUR 100m cumulative efficiency gains and cost savings (2024 - 2025) while expanding adjusted EBITDA margin by 280 bps (2025 vs. 2023)
- Maintaining rigorous cost discipline while continuing to fund strategic reinvestment
 - Commercial excellence
 - Differentiated innovation
 - Scale benefits realization
 - Digitalization

Strategic Enabler: People and Values

Customer centricity and sustainability drive everything we do



ONE Symrise culture is the new “Us”, enabling different behaviors that support focus on profitable growth

Strategic enabler: shift in our sustainability approach to drive positive business outcomes



PORTFOLIO

Resilient by Design

- **Driving resilience** across climate, energy, circularity, and biodiversity
- **Leveraging a science-driven circular business model and product portfolio** focused on green chemistry and complementary natural / synthetic solutions

GROWTH

Inclusive by Nature

- **Championing human rights, fair work, and living wages** for all direct employees
- **Identifying and prioritizing resilient supply chains** focused on secure and responsible sourcing as well as regenerative agriculture

EFFICIENCY

Transparent by Default

- **Embedding ethics and governance** as well as **reinforcing a culture of integrity** through annual training

LONG-TERM AMBITIONS

- **Net Zero** GHG emissions for Scope 1, 2, and 3 by 2040, based on new 2025 baseline
- **100%** renewable energy, whenever possible, by 2030
- **90%** of new product innovations with a measurable sustainability benefit by 2030
- **Evaluating riskiest and most relevant supply chains**, based on 2025 analysis, with a clear prioritization by 2030
- **Commitment to pay living wages** for all direct employees by 2030
- **Increasing women in management:** 40% at first level and 50% at second level by 2030
- **100%** white-collar employee participation in anti-bribery and anti-corruption training
- Increasing customer satisfaction through greater quality control: **reduce lower product quality costs by €2.5m annually**



Back up

Highly Experienced Executive Board members

Driving change



Dr. Jean-Yves Parisot

Chief Executive Officer

Olaf Klinger

Chief Financial Officer

Dr. Stephanie Cossmann

**Member of the board
HR, Legal & Sustainability**

Walter Ribeiro

**Member of the board
Taste, Nutrition & Health**

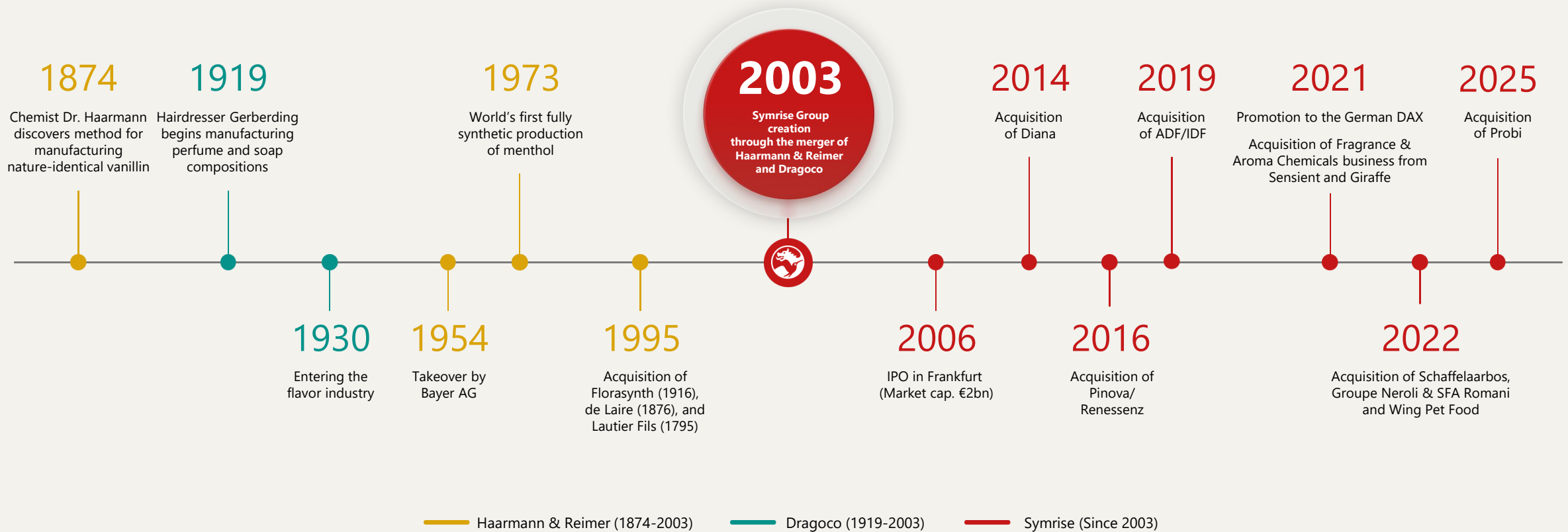
Michael Friede

**Member of the board
Scent & Care**

**Infusion of new talent into experienced team is
driving strategy execution and durable profitable growth**

Our history since 1874

With roots into 1795





symrise

*always
inspiring more
...*