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Remuneration Report

2025

of Symrise AG

Remuneration report 2025

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REMUNERATION REPORT 2025

The Executive Board and Supervisory Board of Symrise AG have prepared a remuneration report in accordance with Section 162 of the German Stock Corporation Act (AktG) for the 2025 fiscal year. The remuneration report starts out by presenting in a clear and comprehensible manner the principles and essential features of the remuneration system that applies to the Executive Board and the Supervisory Board of Symrise AG. It additionally explains and breaks down the individualized remuneration that was granted or owed to individual current and former members of the Executive Board and Supervisory Board for the 2025 fiscal year.

A. REVIEW OF THE 2025 FISCAL YEAR

CHALLENGES AND HIGHLIGHTS

The global macroeconomic environment in 2025 was again dominated by trade policy tensions and geopolitical uncertainties, which resulted in significant weakening in the second half of the year. This forced Symrise AG to make downward corrections to its growth forecasts twice in the course of 2025; the company's share price remained under pressure on the stock exchanges.

In 2025, the Supervisory Board took the decision to complete the Executive Board of Symrise AG at five members and appointed Michael Friede as President of the Scent & Care segment effective December 1, 2025. Until that date, CEO Dr Jean-Yves Parisot had been acting President of this segment after Dr Jörn Andreas stepped down from the role in September 2024. Michael Friede has many years of experience and a high level of industry-specific expertise in various growth areas. Over his career, he has gained a great deal of international management experience at different companies.

Despite the difficult macroeconomic situation, Symrise was able to announce on September 12, 2025, that the company had received inaugural investment grade credit ratings from S&P Global and Moody's. The agencies assigned long-term issuer ratings of BBB+ (S&P Global) and Baa1 (Moody's), both with stable outlooks. According to S&P Global and Moody's, the ratings reflect Symrise's ability to create value through key strengths such as an excellent market position, solid financial performance, prudent risk management and a unique, diversified portfolio.

Development of key sales markets

Symrise's economic environment thus remained difficult in 2025, mainly due to problems and fluctuations in product pricing caused by current tariff policy. For this reason, household consumer behavior was cautious and restrained in some areas.

The manufacturers of alcoholic beverages saw a significant decline in demand, especially for high-proof spirit but also for beer and wine. At the same time, demand for non-alcoholic beverages increased. By contrast, demand for sweets and high-priced cosmetic products grew significantly, like it did the previous year. As travel activity remained strong in 2025, the duty-free business posted higher sales than in the previous years. This was evident especially in the rising sales of sweets, perfumes and cosmetic products.

As was already the case a year earlier, there was less demand for breakfast cereals and snacks (e. g. savory snacks). Manufacturers see consumers' growing health awareness as being responsible for the decline in demand and have identified an acceleration of the downward trend. The markets for pet food and cleaning products continued to post moderate growth rates.

Statement on the course of business and on the Group's net assets, financial position and results of operations

The Symrise Group generated sales of EUR 4,929 million in the 2025 fiscal year. Sales slightly decreased by 1.4 % in reporting currency compared to the previous year. Excluding portfolio effects, organic sales growth of 2.8 % was achieved. At a total of EUR 1,081 million, adjusted[1] earnings before interest, taxes, depreciation and amortization (EBITDA) were EUR 47 million higher than the previous year's figure of EUR 1,033 million. This corresponds to an adjusted[1] EBITDA margin of 21.9 % (2024: 20.7 %).

[1] Adjusted for the impairment loss for the associated company Swedencare (EUR 150 million) and for the remeasurement and reclassification of the terpene business on the basis of an expected sale (EUR 148 million, neutral to EBITDA); for the loss, impairment loss and consulting fees in connection with strategic considerations in the course of portfolio optimizations (around EUR 11 million, around EUR 1 million of which neutral to EBITDA); for costs in connection with the ONE SYM transformation (around EUR 6 million); and costs in connection with the antitrust investigation (around EUR 3 million)

Adjusted net income attributable to the shareholders of Symrise AG amounted to EUR 513 million, which was EUR 35 million higher than the previous year's figure. Adjusted[2] earnings per share were EUR 3.67 and thus EUR 0.25 above the previous year's figure of EUR 3.42. Without adjustment for the Swedencare and terpene business effects, earnings per share would have been EUR 1.78.

In light of the overall good business performance, the Symrise AG Executive Board will, in consultation with the Supervisory Board, propose raising the dividend from EUR 1.20 in the previous year to EUR 1.25 per share for the 2025 fiscal year at the Annual General Meeting on May 26, 2026.

1. Application of the 2022 Executive Board Remuneration System

In the 2025 fiscal year, the 2022 Executive Board Remuneration System was applied. Following thorough revision and updating, this had been approved by a resolution of the Annual General Meeting on May 3, 2022. The resolution to approve the Executive Board Remuneration System was adopted with 87.61 % of the votes.

2. Consideration of the resolution of the Annual General Meeting on the 2024 remuneration report

The Executive Board and Supervisory Board reported extensively on the remuneration of the Executive Board and Supervisory Board in the 2024 fiscal year in the 2024 remuneration report. By a resolution of the Annual General Meeting on May 20, 2025, the remuneration report 2024 was approved with 81.81 % of the votes cast and thus with a large majority. Against this backdrop, the remuneration report was unchanged in terms of content and form. The remuneration report 2025 will be submitted for approval by the Annual General Meeting 2026. It is to be expanded to include a share lock-up provision for the members of the Executive Board.

3. Composition of the Executive Board in the 2025 fiscal year

The Executive Board of Symrise AG was made up of the following members:

- Dr Jean-Yves Parisot, member of the Executive Board since October 1, 2016, CEO since April 1, 2024
- Olaf Klinger, member of the Executive Board since January 1, 2016
- Dr Stephanie Coßmann, member of the Executive Board since February 1, 2023
- Walter Ribeiro, member of the Executive Board since September 15, 2024
- Michel Friede, member of the Executive Board since December 1, 2025.

4. Composition of the Supervisory Board in the 2025 fiscal year

The composition of the Supervisory Board did not change in the 2025 fiscal year. The Supervisory Board of Symrise AG had the following members (shareholder representatives are marked with *, employee representatives are marked with **):

- Michael König, Chairman of the Supervisory Board*
- Harald Feist, Vice Chairman of the Supervisory Board**
- Ursula Buck*
- Jan Zijderveld*
- Jeannette Chiarlitti** (temporary absence for maternity leave)
- Bernd Hirsch*
- André Kirchhoff**
- Dr Jakob Ley**
- Prof. Dr Andrea Pfeifer*
- Andrea Püttcher**
- Peter Vanacker*
- Malte Lückert**

[2] Adjusted for the impairment loss for the associated company Swedencare (EUR 150 million) and for the remeasurement and reclassification of the terpene business on the basis of an expected sale (EUR 148 million, neutral to EBITDA)

B. REMUNERATION OF THE MEMBERS OF THE EXECUTIVE BOARD

1. Principles of Executive Board remuneration

The 2022 Executive Board Remuneration System applies to all Executive Board members active in the 2025 fiscal year. The remuneration of the members of the Symrise AG Executive Board is composed of fixed and performance-related components. Fixed remuneration includes a fixed salary and supplementary payments (in the form of non-cash compensation, such as a company car that may also be used for private purposes) as well as the option to accrue a pension through a deferred compensation model. Performance-based remuneration components comprise one-year variable remuneration, referred to as the short-term incentive (STI), and multi-year variable remuneration, referred to as the Long Term Incentive Plan (LTIP). The STI takes the form of a target bonus with three financial performance criteria as well as strategic and ESG (Environment, Social, Governance) targets. The LTIP is a four-year performance share plan that does not only consider financial performance criteria but also ESG targets. Each remuneration component is subject to a ceiling. In certain cases, variable remuneration components can be withheld or reclaimed (malus/clawback).

2. Target remuneration in the 2025 fiscal year

Each Executive Board member is contractually promised a target remuneration that the Supervisory Board ensures is in line with market conditions. The target remuneration for Executive Board members was adjusted when the 2022 Executive Board Remuneration System went into effect, lastly in 2024 and most recently as of January 1, 2026.

The following tables show the target remuneration (excluding supplementary payments) for the 2025 fiscal year and, to allow comparisons, for the 2024 fiscal year as well. They also present the maximum achievable remuneration (excluding supplementary payments) for the fiscal years: The amounts shown relate to a full year:

Dr Jean-Yves Parisot – Chief Executive Officer as of April 1, 2024

		2025		2024
in EUR	**Target**	**Maximum**	**Target**	**Maximum**
Fixed remuneration	940,000	940,000	940,000	940,000
One-year variable remuneration/annual bonus	940,000	1,410,000	940,000	1,410,000
Multi-year variable remuneration/LTIP	1,253,333	2,506,667	1,253,333	2,506,667
Total	**3,133,333**	**4,856,667**	**3,133,333**	**4,856,667**

Olaf Klinger – Chief Financial Officer

		2025		2024
in EUR	**Target**	**Maximum**	**Target**	**Maximum**
Fixed remuneration	555,000	555,000	555,000	555,000
One-year variable remuneration/annual bonus	555,000	832,500	555,000	832,500
Multi-year variable remuneration/LTIP	740,000	1,480,000	740,000	1,480,000
Total	**1,850,000**	**2,867,500**	**1,850,000**	**2,867,500**

Dr Stephanie Coßmann – member of the Executive Board and Labor Director

		2025		2024
in EUR	**Target**	**Maximum**	**Target**	**Maximum**
Fixed remuneration	555,000	555,000	555,000	555,000
One-year variable remuneration/annual bonus	555,000	832,500	555,000	832,500
Multi-year variable remuneration/LTIP	740,000	1,480,000	740,000	1,480,000
Total	**1,850,000**	**2,867,500**	**1,850,000**	**2,867,500**

Walter Ribeiro – President Taste, Nutrition & Health as of September 15, 2024

		2025		2024
in EUR	**Target**	**Maximum**	**Target**	**Maximum**
Fixed remuneration	555,000	555,000	555,000	555,000
One-year variable remuneration/annual bonus	555,000	832,500	0	0
Multi-year variable remuneration/LTIP	740,000	1,480,000	0	0
Total	**1,850,000**	**2,867,500**	**555,000**	**555,000**

Michael Friede – President Scent & Care as of December 1, 2025

	2025		2024	
in EUR	**Target**	**Maximum**	**Target**	**Maximum**
Fixed remuneration	555,000	555,000	0	0
One-year variable remuneration/annual bonus	555,000	832,500	0	0
Multi-year variable remuneration/LTIP	0	0	0	0
Total	**1,110,000**	**1,387,500**	**0**	**0**

3. 2022 Executive Board Remuneration System: Overview of fixed and performance-related remuneration

Fixed remuneration

Remuneration component	Target	Implementation
Fixed remuneration	Competitive remuneration to attract the best available candidates worldwide to develop and execute the corporate strategy and manage the company and retain these candidates for the long term.	Equivalent to 30 % of total target remuneration consisting of fixed remuneration, annual bonus and long-term incentive plan (“Target Total Remuneration”)
Supplementary payments		Supplementary payments mainly comprise non-cash compensation in the form of benefits in kind from the provision of a company car (also for private use), contributions to a group accident insurance policy covering invalidity or death and allowances for the payment of statutory social security contributions. A non-individualized group D&O insurance has also been concluded
Pension through personal contributions	Ability to accumulate adequate pension savings.	• No company-financed pensions • Ability to accumulate deferred compensation retirement benefits through salary conversion

Performance-related remuneration

Remuneration component	Target	Implementation
One-year variable remuneration (annual bonus or STI)	Designed to encourage Executive Board members to achieve ambitious goals. Economic targets obtained from the rolling medium-term plan support the achievement of long-term, multi-year corporate goals. Non-financial goals are designed to promote sustainable value creation.	Target bonus model • Performance period: one fiscal year • Target amount equal to 30 % of the Target Total Remuneration Performance criteria • 80 % financial goals, broken down into • 30 % organic net sales growth • 30 % adjusted EBITDA margin • 20 % adjusted business free cash flow as a % of sales • 20 % non-financial criteria (ESG goals and/or strategic goals) Threshold, target and maximum value • Threshold = goal attainment 0 % • Target = goal attainment 100 % • Maximum value = goal attainment 150 % Cap • 150 % of the target amount Payout terms • Paid out in cash in the year following the approval of the consolidated financial statements
Multi-year variable remuneration (long-term incentive plan, LTIP)	Promotes long-term commitment and incentivizes sustainable value creation in line with shareholder/ investor interests. Comparison with peer group promotes competitive orientation. Additional alignment of long-term focus with profitability and sustainability.	Performance cash plan • Performance period: next four years • Rolling system (annual tranches) • Target amount equal to 40 % of the Target Total Remuneration Performance criteria • 80 % financial goals, broken down into • 40 % relative total shareholder return (“TSR”) over the performance period and • 40 % earnings per share (“EPS”) • 20 % non-financial criteria (ESG goals) Threshold, target and maximum value • Threshold = goal attainment 0 % • Target = goal attainment 100 % • Maximum value = goal attainment 200 % Cap • 200 % of the target amount Payout terms • Paid out in cash or stock in the year following the expiration of the performance period and following approval of the consolidated financial statements

4. Remuneration of the Executive Board members active in the 2025 fiscal year

4.1 Remuneration granted and owed in the 2025 financial year

The following remuneration tables show as remuneration granted the remuneration associated with services that the Executive Board member performed in full by December 31, 2025.

For the 2025 fiscal year, this includes:

- The fixed salary paid for the 2025 fiscal year and supplementary payments
- The annual bonus to be paid for the 2025 fiscal year, even if the payment is not made until 2026 following approval of the consolidated financial statements
- The interim payment from the 2022 – 2025 LTIP tranche, the final amount and payment of which will be made in 2026 following approval of the consolidated financial statements

The remuneration tables do not include any remuneration “owed” in the sense of “legally existing liabilities for remuneration components that are due but have not yet been paid,” since all the remuneration obligations have been met in full.

In addition, the remuneration tables show the proportions of total remuneration that comprise all fixed and variable remuneration components. The proportions shown here are for the remuneration components granted and owed in the applicable fiscal year as defined in Section 162 (1) sentence 1 of the German Stock Corporation Act (AktG).

4.2. Table overview

Dr Jean-Yves Parisot – Chief Executive Officer as of April 1, 2024

	2025		2024	
Fixed remuneration	**in EUR**	**in % of target**	**in EUR**	**in % of target**
Fixed remuneration	940,000	46.19	841,256	38.12
Supplementary payments[2]	40,349	1.98	198,207	8.98
Total	**980,349**	**48.17**	**1,039,463**	**47.10**
Short-term variable remuneration				
Bonus for the 2025 fiscal year	789,600	38.81	–	–
Bonus for the 2024 fiscal year	–	–	1,167,330	52.90
Long-term variable remuneration				
LTIP 2022 (term: 2022 to 2025)	265,037	13.02	–	–
Total	**1,054,637**	**51.83**	**1,167,330**	**52.90**
Other	0	0.00	0	0.00
Total – remuneration granted and owed[1]	**2,034,986**	**100.00**	**2,206,793**	**100.00**

1 The remuneration also covers the Supervisory Board activities for Swedencare AB and Probi AB.
2 The supplementary payments cover the costs of maintaining two households.

Olaf Klinger – Chief Financial Officer

	2025		2024	
Fixed remuneration	**in EUR**	**in % of target**	**in EUR**	**in % of target**
Fixed remuneration	555,000	42.17	555,000	43.71
Supplementary payments	29,819	2.27	28,148	2.22
Total	**584,819**	**44.44**	**583,148**	**45.93**
Short-term variable remuneration				
Bonus for the 2025 fiscal year	466,200	35.42	–	–
Bonus for the 2024 fiscal year	–	–	686,446	54.07
Long-term variable remuneration				
LTIP 2022 (term: 2022 to 2025)	265,037	20.14	–	–
Total	**731,237**	**55.56**	**686,446**	**54.07**
Other	0	0.00	0	0.00
Total – remuneration granted and owed	**1,316,056**	**100.00**	**1,269,594**	**100.00**

Dr Stephanie Coßmann – member of the Executive Board and Labor Director

	2025		2024	
Fixed remuneration	**in EUR**	**in % of target**	**in EUR**	**in % of target**
Fixed remuneration	555,000	52.87 %	552,500	43.63
Supplementary payments	28,562	2.72 %	27,275	2.15
Total	**583,562**	**55.59 %**	**579,775**	**45.79**
Short-term variable remuneration				
Bonus for the 2025 fiscal year	466,200	44.41 %	–	–
Bonus for the 2024 fiscal year	–	–	686,446	54.21
Long-term variable remuneration				
LTIP 2022 (term: 2022 to 2025)	–	–	–	–
Total	**466,200**	**44.41 %**	**686,446**	**54.21**
Other	0	– %	0	0.00
Total – remuneration granted and owed	**1,049,762**	**100.00 %**	**1,266,221**	**100.00**

Walter Ribeiro – President Taste, Nutrition & Health as of September 15, 2024

	2025		2024	
Fixed remuneration	**in EUR**	**in % of target**	**in EUR**	**in % of target**
Fixed remuneration	555,000	53.31 %	162,976	96.71
Supplementary payments	19,748	1.90 %	5,541	3.29
Total	**574,748**	**55.21 %**	**168,517**	**100.00**
Short-term variable remuneration				
Bonus for the 2025 fiscal year	466,200	44.79 %	–	–
Bonus for the 2024 fiscal year	–	–	–	–
Long-term variable remuneration				
LTIP 2022 (term: 2022 to 2025)	–	–	–	–
Total	**466,200**	**44.79 %**	**–**	**–**
Other	0	– %	0	0.00
Total – remuneration granted and owed	**1,040,948**	**100.00 %**	**168,517**	**100.00**

Michael Friede – President Scent & Care as of December 1, 2025

	2025		2024	
Fixed remuneration	**in EUR**	**in % of target**	**in EUR**	**in % of target**
Fixed remuneration	46,250	4.03 %	–	–
Supplementary payments	2,685	0.23 %	–	–
Total	**48,935**	**4.26 %**	**–**	**–**
Short-term variable remuneration				
Bonus for the 2025 fiscal year	38,850	3.38 %	–	–
Bonus for the 2024 fiscal year	–	–	–	–
Long-term variable remuneration				
LTIP 2022 (term: 2022 to 2025)	–	–	–	–
Total	**38,850**	**3.38**	**–**	**–**
Other	1,060,000	92.36	0	0.00
Total – remuneration granted and owed	**1,147,785**	**100.00**	**–**	**–**

In relation to his change of employer, Michael Friede receives the following payments from the company, consolidated as a single amount under “Other” in the table above:

- A sign-on bonus of EUR 550,000 that will be paid out in three equal installments over the term of his service contract, the first six months after taking office and thereafter at 12-month intervals
- An allowance of EUR 30,000 in connection with his relocation to Holzminden, payable one month after taking office upon presentation of receipts of the actual costs
- In connection with the change of employer, reimbursement of pension benefits of EUR 480,000 that will also be paid out in three equal installments over the term of his service contract, the first six months after taking office and thereafter at 12-month intervals

4.3. Variable remuneration in the 2025 fiscal year

4.3.1. Variable remuneration performance criteria

4.3.1.1. 2025 annual bonus

The annual bonus (STI) for 2025 is based on the specifications of the 2022 Executive Board remuneration system. An individual target amount for 100 % goal attainment is contractually agreed with each member of the Executive Board. The STI is based on financial performance criteria (80 %) and non-financial performance criteria (20 %). The following key financial performance criteria apply for the STI:

- Organic net sales growth[3] (weighting: 30 %)
- Adjusted EBITDA margin (earnings before interest, taxes, depreciation and amortization) (weighting: 30 %)
- Adjusted business free cash flow (BFCF) as a % of sales (weighting: 20 %)

[3] Equivalent to the organic sales growth described in the management report

Among the non-financial performance criteria, the Supervisory Board may include ESG targets or strategic targets.

The following key financial performance criteria apply for the STI 2025 for the members of the Executive Board:

- Safety / MAQ key figure (occupational accidents (>1 working day) x 1 million/working hours) below 1.5 (weighting of 10 % for all Executive Board members)
- Assessment of responsible sourcing: Performance of a supplier risk assessment on the basis of SEDEX/SMETA 4 Pillar criteria, with priority given to the human rights of vulnerable groups in agricultural supply chains, and documentation of all assessments
  (weighting of 10 % for Dr Jean-Yves Parisot)
- Circular economy: Identification of natural streams that can be valorized
  (weighting of 10 % for Walter Ribeiro)
- Business: Efficiency improvements of EUR 40 million in 2025
  (weighting of 10 % for Olaf Klinger)
- Diversity: Implementation of actions and initiatives to foster diversity, inclusion and equality
  (weighting of 10 % for Dr Stephanie Coßmann)
- Strategy: Successful onboarding of Michael Friede

In accordance with the requirements of the 2022 Executive Board Remuneration System, the Supervisory Board of Symrise AG set the targets for the financial and non-financial performance criteria for the 2025 fiscal year based on business planning for the year and the respective executive responsibility. For the 2025 fiscal year, the Supervisory Board defined a threshold for each financial performance criterion and a goal attainment corridor for attainment below or above 100 %.

The defined performance criteria, their weighting, the targets, thresholds and maximum values and the actual values and resulting goal attainment levels are disclosed in order to show the link between pay and performance in the annual bonus system.

The following overview summarizes the targets, thresholds and maximum values defined at the beginning of the 2025 fiscal year as well as the actual values and resulting goal attainment levels for the financial performance criteria in the annual bonus system for the 2025 fiscal year:

		Goal attainment curve 2025				
Weighting	**Target**	**Threshold (0 % goal attainment)**	**Target (100 % goal attainment)**	**Maximum value (150 % goal attainment)**	**Actual value**	**Goal attainment**
in %		**in %**	**in %**	**in %**	**in %**	**in %**
30	Organic net sales growth	3.4	5.4	8.4	2.8	0.00
30	Adjusted EBITDA margin	19.8	20.8	23.8	21.6	113.33
20	Adjusted business free cash flow	11.0	14.0	17.0	15.5	125.00

For the occupational safety goals, the target corresponding to 100 % goal attainment was set at an MAQ of 1.5. The lower threshold for goal attainment of 0 % is an MAQ of 1.7 and the upper threshold is an MAQ of 1.3 – equivalent to goal attainment of 150 %. The MAQ of 1.15 meant that the upper threshold and goal attainment of 150 % were achieved. The individual goal attainment for all members of the Executive Board was 100 %.

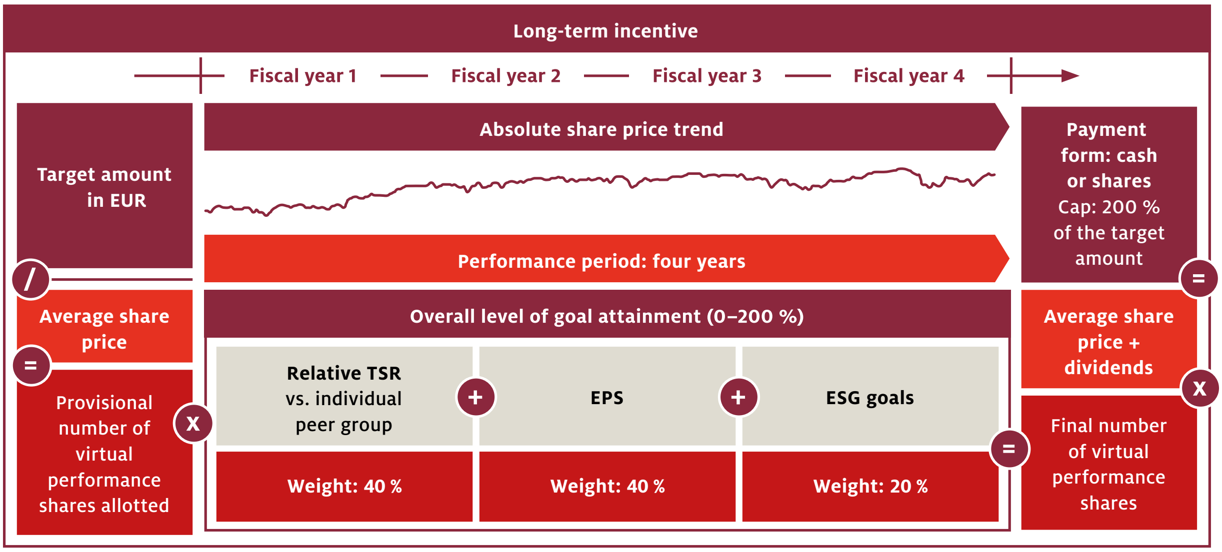
The following overview summarizes the overall goal attainment and payout amount for each Executive Board member in the annual bonus system for the 2025 fiscal year:

	Weighting	Target	Goal attainment	Total goal attainment	Payout amount
	in %		in %	in %	in EUR
Dr Jean-Yves Parisot Target amount: EUR 940,000	30	Organic net sales growth	0.00	84.00	789,600.00
	30	Adjusted EBITDA margin	113.33		
	20	Adjusted business free cash flow	125.00		
	10	Safety / MAQ key figure (occupational accidents (>1 working day) x 1 million/working hours) below 1.5 (weighting of 10 % for all members)	150.00		
	10	Assessment of responsible sourcing: Performance of a supplier risk assessment on the basis of SEDEX/SMETA 4 Pillar criteria, with priority given to the human rights of vulnerable groups in agricultural supply chains, and documentation of all assessments (weighting of 10 % for Dr Jean-Yves Parisot)	100.00		
Olaf Klinger Target amount: EUR 555,000	30	Organic net sales growth	0.00	84.00	466,200.00
	30	Adjusted EBITDA margin	113.33		
	20	Adjusted business free cash flow	125.00		
	10	Safety / MAQ key figure (occupational accidents (>1 working day) x 1 million/working hours) below 1.5 (weighting of 10 % for all members)	150.00		
	10	Business: Efficiency improvements of EUR 40 million in 2025 (weighting of 10 % for Olaf Klinger)	100.00		
Dr Stephanie Coßmann Target amount: EUR 555,000	30	Organic net sales growth	0.00	84.00	466,200.00
	30	Adjusted EBITDA margin	113.33		
	20	Adjusted business free cash flow	125.00		
	10	Safety / MAQ key figure (occupational accidents (>1 working day) x 1 million/working hours) below 1.5 (weighting of 10 % for all members)	150.00		
	10	Diversity: Implementation of actions and initiatives to foster diversity, inclusions and equality (weighting of 10 % for Dr Stephanie Coßmann)	100.00		
Walter Ribeiro Target amount: EUR 555,000	30	Organic net sales growth	0.00	84.00	466,200.00
	30	Adjusted EBITDA margin	113.33		
	20	Adjusted business free cash flow	125.00		
	10	Safety / MAQ key figure (occupational accidents (>1 working day) x 1 million/working hours) below 1.5 (weighting of 10 % for all members)	150.00		
	10	Circular economy: Identification of natural streams that can be valorized (weighting of 10 % for Walter Ribeiro)	100.00		
Michael Friede Target amount: EUR 555,000	30	Organic net sales growth	0.00	84.00	38,850.00
	30	Adjusted EBITDA margin	113.33		
	20	Adjusted business free cash flow	125.00		
	10	Safety / MAQ key figure (occupational accidents (>1 working day) x 1 million/working hours) below 1.5 (weighting of 10 % for all members)	150.00		
	10	Strategy: Successful onboarding	100.00		

To ensure appropriate incentives for the Executive Board members, the Supervisory Board may, in special cases, adjust the actual values of the key figures underlying the performance criteria for remuneration purposes in a manner consistent with the remuneration system. This is mainly done wherever the target is not comparable to the actual values of the key figures, which means the assessment basis is different. The Supervisory Board makes the adjustments to ensure congruency between targets and goal attainment levels. In line with this approach, the Supervisory Board adjusted the reported results (sales, EBITDA and business free cash flow), as described in the management report, for acquisition effects (sales and earnings contributions and one-time, non-recurring acquisition and integration costs and impairment losses) and for other unforeseen, one-time and non-recurring effects that were not considered when setting the targets at the start of the fiscal year. The unforeseen, one-time and non-recurring effects for which adjustments were made in the 2025 fiscal year included the impairment loss for the associated company Swedencare (EUR 150.0 million) and the impairment loss resulting from the remeasurement and reclassification of the terpene business on the basis of an expected sale (EUR 147.6 million, neutral to EBITDA).

4.3.1.2. LTIP allocated in the fiscal year (LTIP 2025 – 2028)

At the beginning of the 2025 fiscal year, the Executive Board members were awarded the LTIP 2025 – 2028, which is based on the 2022 Executive Board Remuneration System. The LTIP 2025 – 2028 is a performance share plan with a performance period of four years.



The Executive Board members were allotted virtual performance shares under the LTIP 2025 – 2028 at the start of the fiscal year. The number of allotted performance shares is calculated on the basis of the contractually agreed target amount for 100 % goal attainment, divided by the arithmetic mean of the closing prices of the Symrise AG share in the last 60 trading days prior to the start of the respective performance period (allotment price). The allotment price is EUR 109.02 for the LTIP 2025 – 2028[4].

	Target amount	Allotment price	Number of virtual performance shares allotted
Dr Jean-Yves Parisot	EUR 1.253.333	EUR 109,02	11,496
Olaf Klinger	EUR 740.000	EUR 109,02	6,788
Dr Stephanie Coßmann	EUR 740.000	EUR 109,02	6,788
Walter Ribeiro	EUR 740.000	EUR 109,02	6,788
Michael Friede	–	–	–

Performance criteria

40 % of the LTIP 2025 – 2028 amount reflects the financial performance criteria of earnings per share (“EPS”) over the performance period and relative total shareholder return (“TSR”) by comparison with the peer group during the performance period; 20 % of the LTIP amount reflects ESG goals.

[4] Michael Friede became a member of the Executive Board in December 2025 and receives no allotment for the 2025 LTIP tranche. This was covered by the sign-on bonus he received.

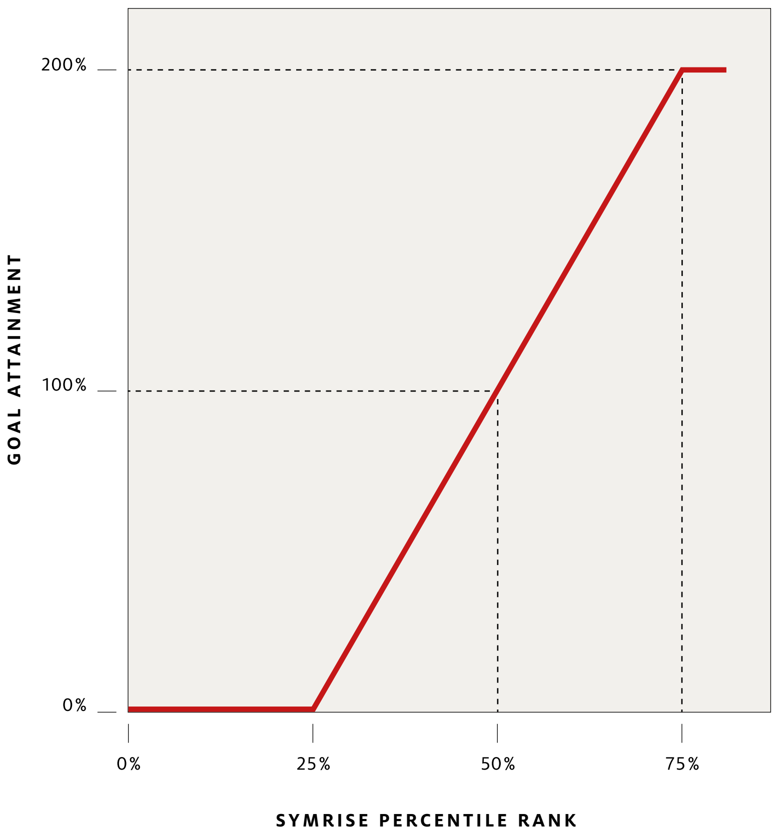
The selected financial criteria mean that the LTIP 2025 – 2028 provides an important contribution to increasing the value of the company for shareholders and other stakeholders. EPS focuses on the long-term and sustainable profitability of Symrise. The relative TSR performance criterion reflects the goal of Symrise of achieving an above-average long-term performance on the stock market by comparison with similar companies and thus strengthening the attractiveness of the company as an investment for shareholders.

Finally, the inclusion of relevant ESG goals embeds the sustainability strategy in the Executive Board's remuneration system. Implementation as a performance share plan incentivizes not only relative TSR development but also the absolute share price performance with the intention of further aligning the interests of the Executive Board and shareholders.

The annual EPS figure reported in the annual report will be applied for calculation of the level of EPS goal attainment. The average level for the performance period will be determined on the basis of the four respective annual figures.

To determine the relative TSR, the development of the Symrise AG share price plus the notionally reinvested dividends over the four-year performance period will be compared with the price trend for the shares of the peer group plus the dividend paid out over the four-year performance period. The percentile rank of Symrise within the peer group will be determined and assessed as follows:

Goal attainment curve for relative TSR

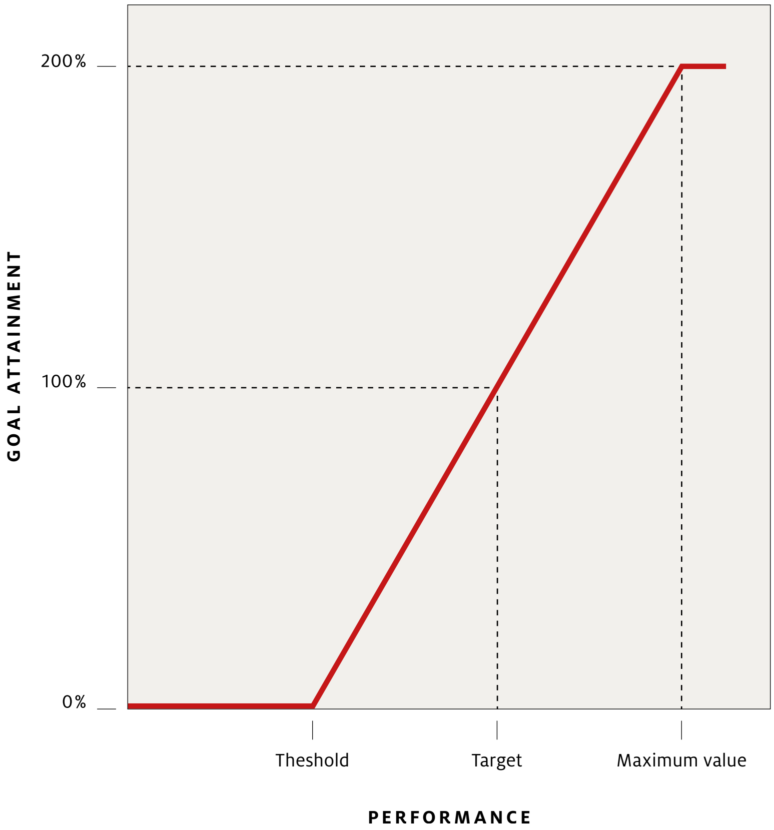


The peer group for calculation of the relative TSR is the same peer group which Symrise will apply for its appropriateness review. It consists of the following companies: Beiersdorf, Croda International, DSM Firmenich, EVONIK, Givaudan, Henkel, IFF, Kerry Group, KWS Saat, LANXESS, Novozymes, Südzucker and Wacker Chemie.

At the beginning of the performance period, the Supervisory Board also set measurable and quantifiable ESG targets for the LTIP 2025 – 2028. For the last time, the defined ESG target for the LTIP 2025 – 2028 is to increase the eco-efficiency of greenhouse gas emissions (Scope 1 and 2) by 6.6 % p.a.

The Supervisory Board determined a target (which represents 100 % goal attainment), a threshold (which represents 0 % goal attainment) and a maximum value (which represents 200 % goal attainment) for the EPS performance criterion and each ESG goal at the start of the performance period. Goal attainment levels of more than 200 % will not result in any further increase in goal attainment.

Schematic LTI goal attainment curve



Conversion of the performance measurement into an LTIP bonus and payout
After the end of the performance period, the percentage level of goal attainment will be assessed for the financial performance criteria, on the one hand, and the ESG goals, on the other. The overall level of goal attainment will correspond to the aggregate of the individual goals achieved and the weighting of the performance criteria. The maximum overall level of goal attainment for the LTIP 2025 – 2028 is 200 % (cap). The final number of performance shares will be calculated on the basis of the overall level of goal attainment for the financial performance criteria and the ESG goals. The levels of goal attainment will be reported ex post in the remuneration report.

To calculate the payout amount under the LTIP 2025 – 2028, the final number of performance shares will be multiplied by the arithmetic mean of the closing prices of the Symrise AG share over the last 60 trading days prior to the end of the performance period and the dividends paid for each Symrise AG share over the performance period.

The LTIP 2025 – 2028 amount is paid out in cash once the Supervisory Board has approved the consolidated financial statements for the last fiscal year in the performance period. Alternatively, the Supervisory Board may resolve to pay out the LTIP 2025 – 2028 amount in Symrise AG shares.

4.3.1.3. LTIP fully vested in the fiscal year 2022 – 2025, interim payment
At the beginning of the 2022 fiscal year, the Executive Board members were awarded the LTIP 2022 – 2025, which is based on the 2022 Executive Board Remuneration System for the first time. As a result of the changeover from the previous LTIP with a three-year term to the new LTIP with a four-year term, the LTIP 2022 was fully vested in the 2025 fiscal year so there will be a payment on this basis in 2026.

As already described in 4.3.1.2. above, 40 % of the LTIP 2022 – 2025 amount reflects each of the financial performance criteria:

- Exchange rate-adjusted earnings per share (“EPS”) over the performance period
- Relative total shareholder return (“TSR”) by comparison with the peer group during the performance period
- 20 % of the LTIP amount reflects ESG goals.

EPS:
The annual EPS figure reported in the annual report will be applied for calculation of the level of EPS goal attainment. The average level for the performance period will be determined on the basis of the four respective annual figures. The average level for the performance period is EUR 3.11, based on the individual figures for each year (2022[5]: EUR 2.91; 2023: EUR 2.44; 2024: EUR 3.42; 2025[6]: EUR 3.67). On the basis of the defined goal attainment curve and the average actual value for the performance period, goal attainment amounts to 79 %.

Relative TSR:
To determine the relative TSR, the development of the Symrise AG share price plus the notionally reinvested dividends of Symrise AG over the four-year performance period will be compared with the price trend for the shares of the peer group plus the dividends paid out over the four-year performance period. The resulting TSR values for all companies are then ranked in a sequence and a percentile rank calculated for Symrise AG. The companies listed in 4.3.1.2 also serve as the peer group for the LTIP 2022 – 2025. At the end of the performance period, the percentile rank for the TSR of the Symrise AG share is 38. On the basis of the defined goal attainment curve and the percentile rank of Symrise AG, goal attainment amounts to 54 %.

ESG targets:
For the 2022 – 2025 LTIP tranche, the ESG target defined by the Supervisory Board is to increase the eco-efficiency of greenhouse gas emissions (Scope 1 and 2) by 6.6 % p. a. At the end of the performance period, the increase in the eco-efficiency of greenhouse gas emissions (Scope 1 and 2) is 6 %. On the basis of the defined goal attainment curve and the actual value for the performance period, goal attainment for the ESG target amounts to 40 %.

The targets, thresholds and actual values for the performance criteria and the resulting percentage goal attainment are shown in the following overview:

LTIP KPI	Description of goal	Weighting (%)	100 % target value	0 % bonus value	200 % bonus value	Actual value	Goal attainment (%)
Average EPS 2022 – 2025		40	3.21	2.73	3.69	3.11	79
Relative total shareholder return vs. peer group		40	50th percentile	25th percentile	75th percentile	38th percentile	54
ESG target	Increase the eco-efficiency of greenhouse gas emissions (Scope 1 and 2) by 6.6 % p. a.	20	6.6 %	5.6 %	7.6 %	6 %	40

The overall level of goal attainment will correspond to the aggregate of the individual goals achieved and the weighting of the performance criteria. It is 61 % for the LTIP 2022 – 2025. The final number of performance shares is calculated on the basis of the overall level of goal attainment.

To calculate the payout amount under the LTIP 2022 – 2025, the final number of performance shares is multiplied by the arithmetic mean of the closing prices of the Symrise AG share over the last 60 trading days prior to the end of the performance period and the dividends paid for each Symrise AG share over the performance period.

[5] Adjusted for the impairment loss for the associated company Swedencare (EUR 126 million)
[6] Adjusted for the impairment loss for the associated company Swedencare (EUR 150 million) and for the terpene business (EUR 148 million less deferred taxes of EUR 34 million).

The following table summarizes the overall levels of goal attainment and the resulting payout amounts for the individual Executive Board members.

	Target amount (100 % goal attainment)	Allotment price	Number of virtual performance shares allotted	Overall goal attainment	Final number of performance shares	Final price	Dividends	Payout amount
	in EUR	in EUR		in %		in EUR	in EUR	in EUR
Dr Heinz-Jürgen Bertram	EUR 1,200,000	EUR 123.73	9.699	61	5.916	72.43	4.37	454.349
Olaf Klinger	EUR 700,000	EUR 123.73	5.657	61	3.451	72.43	4.37	265.037
Dr Jean-Yves Parisot	EUR 700,000	EUR 123.73	5.657	61	3.451	72.43	4.37	265.037

The LTIP 2022 – 2025 amount will be paid out in cash in March 2026 once the Supervisory Board has approved the consolidated financial statements for the last fiscal year in the performance period.

The changeover from the previous LTIP with a three-year term to the new LTIP with a four-year term gave rise to a payment gap at the end of the third year of the performance period for the first new LTIP 2022 – 2025. To compensate for this payment gap, the Executive Board members could decide to claim an interim payment of up to 50 % of the LTIP 2022 – 2025 target amount after three of the four years of the performance period.

Olaf Klinger was the only member of the Executive Board to make use of the option to claim 50 % of the LTIP 2022 target amount as compensation for this payment gap. The Supervisory Board decided that the interim payment will be made in full and not reduced. Against this backdrop, Mr. Klinger received an interim payment of EUR 350,000 gross for the LTIP 2022 in March 2025, together with the STI for 2024.

After the end of the performance period for the LTIP 2022 – 2025, the interim payment was offset against the final payout amount under the LTIP 2022 – 2025. As the interim payment exceeds the final payout amount, the payout amount of EUR 84,963 gross that is to be repaid will be offset against Mr. Klinger’s STI payment for 2025; the actual payout amount is EUR 381,237.

4.3.2. Conformity to the remuneration system and compliance with the remuneration cap

The remuneration granted and owed to the Executive Board members in the 2025 fiscal year meets the requirements of the applicable 2022 Executive Board Remuneration System. There were no deviations.

The 2022 Executive Board Remuneration System contains a contractually stipulated remuneration ceiling for each Executive Board member within the meaning of Section 87a (1) sentence 2 no. 1 of the German Stock Corporation Act (AktG). The remuneration ceiling is based on the remuneration elements that are allocated for that fiscal year. As of December 31, 2025, the remuneration elements presented within the granted and owed remuneration conform to the remuneration ceiling for the 2025 financial year since the total of fixed remuneration, supplementary payments and the payout amount for the 2025 annual bonus did not reach the remuneration ceiling. The 2025 remuneration ceiling includes the LTIP 2025 – 2028, the amount of which will not be determined until the end of the 2028 fiscal year. The company will explain in the remuneration report that covers the LTIP 2025 – 2028 whether and how the total of fixed remuneration, supplementary payments, the payout amount of the 2025 annual bonus and the payout amount from the LTIP 2025 – 2028 reached the remuneration ceiling and whether and how the payout amount from the LTIP 2025 – 2028 had to be reduced as a result.

With the goal attainment for the LTIP 2022 – 2025 having been established, it can also be confirmed that the remuneration ceiling for 2022 was not exceeded, as shown in the following overview.

in EUR	Dr Heinz-Jürgen Bertram	Olaf Klinger	Dr Jean-Yves Parisot
Fixed remuneration	900,000.00	525,000.00	525,000.00
Supplementary payments	24,444.00	24,751.00	377,137.00
One-year variable remuneration			
STI 2022	671,823.00	391,897.00	391,897.00
Multi-year variable remuneration/			
LTIP 2022 – 2025	454,349.00	265,037.00	265,037.00
Total remuneration elements 2022	**2,050,616.00**	**1,206,685.00**	**1,559,071.00**
Total remuneration ceiling 2022	**4,650,000.00**	**2,712,500.00**	**2,712,500.00**

4.3.3. Benefits and benefit commitments to members of the Executive Board in connection with the premature termination of their position on the Executive Board

The employment contracts include commitments for payments in case of an early termination of the Executive Board position resulting from a change of control. In the case of a change of control, all Executive Board members have the right to terminate their employment contracts on six months' notice. If a member of the Executive Board exercises this right of termination, the remaining term of the contract will be settled, but only up to two years' worth of remuneration ("settlement cap"). If the Executive Board member is dismissed prematurely by the Supervisory Board within six months of a change of control without good cause within the meaning of Section 626 of the German Civil Code (BGB), or if the position is terminated by mutual agreement, the Executive Board member is also entitled to a settlement that cannot exceed the aforementioned settlement cap.

LTIPs under the 2022 Executive Board Remuneration System are forfeited if the Executive Board member resigns without good cause or if the company terminates the employment contract for good cause before the performance period expires. In all other cases, open tranches will be reduced on a pro rata basis, with all reductions based solely on the first year of the performance period.

4.3.4. Benefit commitments to Executive Board members for regular termination of service

The members of the Executive Board do not receive any special remuneration upon expiration of their contracts and do not receive any termination benefits. In the event of retirement or permanent disability, the long-term incentive programs running at the time of departure are paid out on a pro rata basis. The same rule applies whenever an Executive Board member leaves because the contract has not been renewed or has not been renewed on the same terms.

A post-employment non-compete clause was agreed upon with all Executive Board members for twelve months, which the company may waive. In the event that it is utilized, the member concerned shall receive 50 % of their fixed remuneration for these twelve months as compensation. Any termination benefit will be offset against this waiting allowance.

Executive Board members are not granted any new company-financed pensions. However, all Executive Board members resident in Germany may accumulate retirement benefit rights by converting part of their fixed remuneration (deferred compensation). Of the five Executive Board members active on December 31, 2025 (Mr. Ribeiro, Mr. Klinger, Dr Coßmann, Dr Parisot and Mr. Friede), only Mr. Klinger made use of this option. No company contribution will be paid. This is a direct commitment financed through deferred compensation. The deferred contribution is annuitized in accordance with the contractual commitment depending on the attained age based on actuarial principles (defined contribution plan). In 2025, in connection with retirement benefits in the form of deferred compensation, Symrise made the following reversal of provisions for the term of the Executive Board activity based on actuarial computations:

- EUR 22,600 for Mr. Klinger (previous year: addition of EUR 70,329),

The reversal is composed of the interest expense of EUR 25,643, the deferred compensation contributions of EUR 16,800 and the interest effect of EUR 69,427 due to the 0.61 % increase in the actuarial interest (from 3.48 % to 4.09 %).

As of December 31, 2025, the present values of deferred compensation for the term of the Executive Board activity were EUR 714,275 for Mr. Klinger.

4.3.5. Benefits and benefit commitments to Executive Board members who left in the 2025 fiscal year
No Executive Board member left in the 2025 fiscal year.

4.3.6. No clawbacks in the 2025 fiscal year
The penalty and clawback provisions of the 2022 Executive Board Remuneration System have applied to active Executive Board members since January 1, 2022. The provisions permit the Supervisory Board to withhold or reclaim part or all of the variable remuneration in the event of gross misconduct (compliance penalty or compliance clawback) and reclaim the variable remuneration in the event of subsequent identification of incorrect annual financial statements or consolidated financial statements (performance clawback). There were no reasons for exercising the option to reclaim variable remuneration components in the 2025 fiscal year; there were no penalty or clawback events.

5. Remuneration of former Executive Board members.
Section 162 (1) sentence 1 of the German Stock Corporation Act (AktG) requires reporting on remuneration granted and owed to former members of the Executive Board of Symrise AG in the fiscal year.

Under Section 162 (5) sentence 2 of the German Stock Corporation Act (AktG), the obligation to report individually on the remuneration granted and owed to individual former Executive Board members extends to the remuneration granted and owed for ten years after the fiscal year in which the former Executive Board member resigned from their most recent position on the Executive Board or Supervisory Board of Symrise AG. Mr. Hans Holger Gliewe, Mr. Horst-Otto Gerberding and Mr. Heinrich Schaper left Symrise AG during this period, as did Dr Heinz-Jürgen Bertram and Dr Jörn Andreas.

The fixed pension payments[7] in the 2025 fiscal year amounted to the following for

Horst-Otto Gerberding:	EUR 377,260.44 gross p.a.
Hans Holger Gliewe:	EUR 87,000.96 gross p.a.
Heinrich Schaper:	EUR 84,375.68 gross p.a.

Dr Heinz-Jürgen Bertram left the company on March 31, 2024 and retired. The fixed pension payment in the 2025 fiscal year amounted to EUR 164,132.16 gross.

Under Section 162 (5) sentence 2 of the German Stock Corporation Act (AktG), there is no obligation to report individually on the remuneration granted and owed to former Executive Board members in 2025 who resigned from their most recent position on the Executive Board or Supervisory Board of Symrise AG prior to 2015, and to whom therefore a remuneration granted and owed in the 2025 fiscal year occurred more than ten years after the end of the fiscal year in which they resigned from Symrise AG. Total gross pension settlements to these former Executive Board members or their dependents in 2025 amounted to EUR 31,409.04.

For the Executive Board members who left in the 2024 fiscal year, Dr Bertram and Dr Andreas, the following payment provisions apply:

As agreed, Dr Bertram also received his fixed monthly salary of EUR 77,500 gross until October 31, 2025. For the period from January 1 to October 31, 2025, Dr Bertram will receive 10/12 of the STI for the 2025 fiscal year based on a goal attainment of 100 %, i.e., an amount of EUR 775,000 gross. It will be paid out on the regular due date in 2026. This was already presented in the remuneration report 2024.

The LTIPs that were offered to Dr Bertram in the past and are still running will remain in place and will be paid out on the respective due dates on the basis of the actual goal attainment levels. Dr Bertram was not offered any new LTIPs for the 2024 and 2025 fiscal years.

[7] In general, former Executive Board members receive only fixed remuneration in the form of pension payments.

The remuneration granted and owed to Dr Bertram in the 2025 fiscal year amounts to a total of EUR 618,481.16 gross, of which 26.54 % was the fixed pension payment (EUR 164,132.16) and 73.46 % the variable payment for the LTIP 2022 (EUR 454,349).

Dr Jörn Andreas stepped down as a member of the Executive Board of Symrise AG and left the company as of September 30, 2024. He does not yet receive any pension payments.

The company paid Dr Andreas his fixed monthly salary of EUR 46,250 gross until January 31, 2026.

For 2024, Dr Andreas received a payment in the amount of 12/12 of the STI for 2024 in line with the target parameters defined by the Supervisory Board for this purpose and on the basis of the actual goal attainment level. Dr Andreas will not receive an STI for 2025. This was already presented in the remuneration report 2024.

The LTIPs that were offered to Dr Andreas in the past and are still running will remain in place and will be paid out on the respective due dates on the basis of the actual goal attainment levels. He is therefore entitled to 24/48 of the LTIP 2023 and 12/48 of the LTIP 2024. Dr Andreas was not offered any new LTIPs for the 2025 and 2026 fiscal years.

C. APPROPRIATENESS OF EXECUTIVE BOARD REMUNERATION

The appropriateness of the remuneration depends upon the responsibilities and personal achievements of the individual Executive Board member as well as the economic situation and market environment of the Group as a whole. Further, the customary level of remuneration at peer companies and the internal Symrise remuneration structure are also considered.

1. Peer group – horizontal comparison

In order to verify the appropriateness of Executive Board remuneration, the personnel committee of the Supervisory Board last had a comparative benchmark study (known as a horizontal comparison) conducted by an external consulting firm in 2022. The study was based on a peer group specific to Symrise consisting of 14 companies from the same or similar industries with a comparable business model, i.e. competitors of Symrise, companies in the (related) chemical industry and companies with a special customer relationship with Symrise. The companies are listed companies from Germany and Europe plus one US-based company. The companies were selected based on their sales, market capitalization and number of employees. The goal is to ensure that the total remuneration of the Executive Board (fixed, yearly bonus and long-term incentive) is in line with the median remuneration of comparable companies.

The peer group currently consists of the following companies: Beiersdorf, Croda International, DSM-Firmenich, EVONIK, Givaudan, Henkel, IFF, Kerry Group, KWS Saat, LANXESS, Novozymes, Südzucker and Wacker Chemie.

2. Vertical comparison

In addition to this horizontal comparison, Symrise regularly considers remuneration as a whole (no fixed ratios) across the company’s internal remuneration structures when determining the remuneration of the Executive Board (so-called vertical comparison). The ratio of Executive Board remuneration to the remuneration of senior executives and the overall workforce are examined here.

D. REMUNERATION OF THE MEMBERS OF THE SUPERVISORY BOARD

1. Overview of the remuneration system for Supervisory Board members

At the Annual General Meeting of Symrise AG in Holzminden on May 20, 2025, a resolution was adopted concerning the change in the remuneration of the Supervisory Board and the corresponding amendment of Section 14 of the company's articles of incorporation; the amended remuneration system for the Supervisory Board was approved by 99.18 % of the voting rights.

As a result, the annual fixed remuneration for the members of the Supervisory Board was increased to EUR 100,000 from the start of the 2025 fiscal year. Moreover, the Chairman of the Supervisory Board will receive additional annual remuneration of EUR 100,000; the Deputy Chairman of the Supervisory Board and the Chairman of the Audit Committee will each receive additional annual remuneration of EUR 50,000.

Furthermore, the members of the Supervisory Board will continue to receive a stipend of EUR 1,000 for their participation in Supervisory Board sessions and those of its committees. This is, however, limited to a maximum of EUR 1,500 per calendar day.

Supervisory Board members whose inclusion on the Board comprised less than a full fiscal year are to receive one-twelfth of their appointed remuneration for every commenced month of activity. This also applies to members of Supervisory Board committees.

The remuneration is payable following the Annual General Meeting which ratifies the actions of the Supervisory Board member for the fiscal year for which the remuneration is owed.

The company shall reimburse Supervisory Board members for reasonable expenses upon presentation of receipts. Value-added tax is to be reimbursed by the company insofar as the members of the Supervisory Board are authorized to separately invoice the company for value-added tax and exercise this right.

The company may take out liability insurance in the name of the Supervisory Board members covering the legal liability arising from their Supervisory Board activities. The company has taken out this kind of professional indemnity insurance for the members of the Supervisory Board. This insurance provides for reasonable deductibles. Supervisory Board members have the option of covering these deductibles at their own expense.

Former members of the Supervisory Board no longer receive remuneration from Symrise AG for their former Supervisory Board activities after their departure.

2. Remuneration granted and owed in the 2025 fiscal year

The following table shows the remuneration granted and owed to the individual members of the Supervisory Board in the 2025 fiscal year. The remuneration shown in the table represents the remuneration paid to the Supervisory Board members for their service on the Supervisory Board for the 2025 fiscal year even if the remuneration is not due until the following year after the end of the Annual General Meeting.

Supervisory Board remuneration, December 31, 2025

Name	Remuneration until Dec. 31	Total remuneration as of Dec. 31	in %	Attendance fees	in %	Payable as of Dec. 31, 2025
Michael König	EUR 200,000.00	EUR 200,000.00	93.90 %	EUR 13,000.00	6.10 %	EUR 213,000.00
Ursula Buck	EUR 100,000.00	EUR 100,000.00	89.29 %	EUR 12,000.00	10.71 %	EUR 112,000.00
Harald Feist	EUR 150,000.00	EUR 150,000.00	92.02 %	EUR 13,000.00	7.98 %	EUR 163,000.00
Jeannette Chiarlitti	EUR 50,000.00	EUR 50,000.00	96.15 %	EUR 2,000.00	3.85 %	EUR 52,000.00
Bernd Hirsch	EUR 100,000.00	EUR 150,000.00	92.59 %	EUR 12,000.00	7.41 %	EUR 162,000.00
André Kirchhoff	EUR 100,000.00	EUR 100,000.00	92.59 %	EUR 8,000.00	7.41 %	EUR 108,000.00
Dr Jakob Ley	EUR 100,000.00	EUR 100,000.00	91.74 %	EUR 9,000.00	8.26 %	EUR 109,000.00
Malte Lückert	EUR 100,000.00	EUR 100,000.00	89.29 %	EUR 12,000.00	10.71 %	EUR 112,000.00
Prof. Dr Andrea Pfeifer	EUR 100,000.00	EUR 100,000.00	93.90 %	EUR 6,500.00	6.10 %	EUR 106,500.00
Andrea Püttcher	EUR 100,000.00	EUR 100,000.00	89.29 %	EUR 12,000.00	10.71 %	EUR 112,000.00
Peter Vanacker	EUR 100,000.00	EUR 100,000.00	93.46 %	EUR 7,000.00	6.54 %	EUR 107,000.00
Jan Zijderveld	EUR 100,000.00	EUR 100,000.00	91.74 %	EUR 9,000.00	8.26 %	EUR 109,000.00

E. COMPARISON

The following table shows the earnings of Symrise AG, the annual change in the remuneration of the members of the Executive Board and Supervisory Board and the annual change in the average remuneration of employees (full-time equivalent basis) over the last fiscal years.

Earnings performance is shown on the basis of the financial indicators of EBITDA (Symrise Group), earnings per share (EPS) and net income for the financial year (Symrise AG).

The table presents the remuneration granted and owed to the members of the Executive Board and the Supervisory Board in each fiscal year as defined by Section 162 (1) sentence 1 of the German Stock Corporation Act (AktG).

The comparison to average employee remuneration is based on the workforce of Symrise AG in Germany, which consisted of an average of 2,713 employees (full-time equivalents) in the 2025 fiscal year. The average employee remuneration includes personnel expenses for wages and salaries, supplementary payments, employer contributions to social security as well as payments from the 2025 annual bonus.

Fiscal years	2021	2022	2023	2024	2025
	Change compared to previous year in %				
1. Earnings					
EBITDA (2020: EUR 742 million)	9.64	13.26	−1,95	14.38	4.59
Earnings per share (2020: EUR 2.27)	20.70	6.20	−16,15	40.65	7.24
Symrise AG net income (2020: EUR 307 million)	22.17	8.32	−16,15	40.65	7.24
2. Average employee remuneration					
Symrise AG workforce in Germany	1.60	2.80	3.00	1.20	4.10
3. Executive Board remuneration					
Dr Jean-Yves Parisot	−5,07	−7,68	−12,13	24.16	-7.79
Olaf Klinger	−12,01	−5,41	−13,28	−12,35	3.66
Dr Stephanie Coßmann (from February 1, 2023)				49.47	-17.09
Walter Ribeiro (from September 15, 2024)					517.71
Michael Friede (from December 1, 2025)					
4. Supervisory Board remuneration (total remuneration)					
Michael König (from January 15, 2020/ Chairman from June 17, 2020)	29.30	0.00	24.18	−1,32	13.60
Harald Feist (Deputy Chairman from September 20, 2018)	1.72	0.00	23.73	−1,71	13.59
Ursula Buck	2.52	0.00	22.09	−2,01	14.87
Jeannette Chiarlitti (until July 31, 2025)	−100,00	100.00	18.40	−5,18	−43,17
Bernd Hirsch	1.75	0.00	23.18	−1,39	14.49
André Kirchhoff	2.63	−1,28	23.38	−2,11	16.13
Dr Jakob Ley (from May 5, 2021)		49.05	24.20	−2,56	14.74
Prof. Dr Andrea Pfeifer	2.58	−1,26	24.20	−2,56	12.11
Andrea Püttcher	4.61	2.52	22.09	−2,01	14.87
Peter Vanacker (from June 17, 2020)	73.98	−1,28	22.08	−1,06	15.05
Malte Lückert (from June 13, 2023)				73.08	14.87
Jan Zijderveld (from May 10, 2023)				49.21	14.74

Holzminden, Germany, March 3, 2026

The Executive Board

Chairman of the Supervisory Board

Dr Jean-Yves Parisot

Olaf Klinger

Michael König

Dr Stephanie Coßmann

Walter Ribeiro

Michael Friede

F. REPORT OF THE INDEPENDENT AUDITOR ON THE FORMAL AUDIT OF THE REMUNERATION REPORT PURSUANT TO § 162 ABS. 3 AKTG

To Symrise AG, Holzminden

Opinion

We have formally audited the remuneration report of the Symrise AG, Holzminden, for the financial year from January 1, 2025 to December 31, 2025 to determine whether the disclosures pursuant to § [Article] 162 Abs. [paragraphs] 1 and 2 AktG [Aktiengesetz: German Stock Corporation Act] have been made in the remuneration report. In accordance with § 162 Abs. 3 AktG, we have not audited the content of the remuneration report.

In our opinion, the information required by § 162 Abs. 1 and 2 AktG has been disclosed in all material respects in the accompanying remuneration report. Our opinion does not cover the content of the remuneration report.

Basis for the opinion

We conducted our formal audit of the remuneration report in accordance with § 162 Abs. 3 AktG and IDW [Institut der Wirtschaftsprüfer: Institute of Public Auditors in Germany] Auditing Standard: The formal audit of the remuneration report in accordance with § 162 Abs. 3 AktG (IDW AuS 870 (09.2023)). Our responsibility under that provision and that standard is further described in the "Auditor's Responsibilities" section of our auditor's report. As an audit firm, we have complied with the requirements of the IDW Quality Management Standard: Requirements to quality management for audit firms [IDW Qualitätsmanagementstandard - IDW QMS 1 (09.2022)]. We have complied with the professional duties pursuant to the Professional Code for German Public Auditors and German Chartered Auditors [Berufssatzung für Wirtschaftsprüfer und vereidigte Buchprüfer - BS WP/vBP], including the requirements for independence.

Responsibility of the Management Board and the Supervisory Board

The management board and the supervisory board are responsible for the preparation of the remuneration report, including the related disclosures, that complies with the requirements of § 162 AktG. They are also responsible for such internal control as they determine is necessary to enable the preparation of a remuneration report, including the related disclosures, that is free from material misstatement, whether due to fraud (i.e., fraudulent financial reporting and misappropriation of assets) or error.

Auditor's Responsibilities

Our objective is to obtain reasonable assurance about whether the information required by § 162 Abs. 1 and 2 AktG has been disclosed in all material respects in the remuneration report and to express an opinion thereon in an auditor's report.

We planned and performed our audit to determine, through comparison of the disclosures made in the remuneration report with the disclosures required by § 162 Abs. 1 and 2 AktG, the formal completeness of the remuneration report. In accordance with § 162 Abs 3 AktG, we have not audited the accuracy of the disclosures, the completeness of the content of the individual disclosures, or the appropriate presentation of the remuneration report.

Hanover, March 3, 2026

PricewaterhouseCoopers GmbH
Wirtschaftsprüfungsgesellschaft

Michael Reuther	**Dr Thomas Ull**
Wirtschaftsprüfer	Wirtschaftsprüfer
[German public auditor]	[German public auditor]

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