

International Flavors & Fragrances Inc.
GAAP to Non-GAAP Reconciliation
(Unaudited)

The following information and schedules provide reconciliation information between reported GAAP amounts and non-GAAP certain adjusted amounts. This information and schedules are not intended as, and should not be viewed as, a substitute for reported GAAP amounts or financial statements of the Company prepared and presented in accordance with GAAP.

Reconciliation of Gross Profit

<i>(DOLLARS IN MILLIONS)</i>	Fourth Quarter	
	2025	2024
Reported (GAAP)	\$ 890	\$ 980
Divestiture and Integration Related Costs (b)	1	—
Adjusted (Non-GAAP)	<u>\$ 891</u>	<u>\$ 980</u>

Reconciliation of Selling and Administrative Expenses

<i>(DOLLARS IN MILLIONS)</i>	Fourth Quarter	
	2025	2024
Reported (GAAP)	\$ 469	\$ 517
Divestiture and Integration Related Costs (b)	(34)	(56)
Strategic Initiatives Costs (f)	(11)	(11)
Regulatory Costs (g)	(36)	(9)
Entity Realignment Costs (h)	(3)	(2)
Other (i)	(2)	—
Adjusted (Non-GAAP)	<u>\$ 383</u>	<u>\$ 439</u>

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Reconciliation of Net Income (Loss) and EPS

<i>(DOLLARS IN MILLIONS EXCEPT PER SHARE AMOUNTS)</i>	Fourth Quarter							
	2025				2024			
	Income (loss) before taxes	Provision from Income taxes (j)	Net income (loss) attributable to IFF	Diluted EPS	(Loss) income before taxes	Benefit from Income taxes (j)	Net (loss) income attributable to IFF	Diluted EPS
Reported (GAAP)	\$ 22	\$ 4	\$ 18	\$ 0.07	\$ (115)	\$ (55)	\$ (60)	\$ (0.23)
Restructuring and Other Charges (a)	16	4	12	0.05	23	6	17	0.07
Divestiture and Integration Related Costs (b)	35	9	26	0.10	56	12	44	0.16
(Gains) Losses on Business Disposals (c)	(2)	(4)	2	—	2	(1)	3	0.01
Loss on Assets Classified as Held for Sale (d)	7	2	5	0.02	33	8	25	0.10
Pension Settlement (Gains) Losses (e)	(6)	(1)	(5)	(0.02)	129	45	84	0.33
Strategic Initiatives Costs (f)	11	3	8	0.04	11	3	8	0.03
Regulatory Costs (g)	35	2	33	0.13	9	2	7	0.02
Entity Realignment Costs (h)	3	1	2	0.01	2	1	1	0.03
Other (i)	3	—	3	—	—	—	—	—
Adjusted (Non-GAAP)	<u>\$ 124</u>	<u>\$ 20</u>	<u>\$ 104</u>	<u>\$ 0.40</u>	<u>\$ 150</u>	<u>\$ 21</u>	<u>\$ 129</u>	<u>\$ 0.52</u>

Reconciliation of Adjusted (Non-GAAP) EPS ex. Amortization

<i>(DOLLARS AND SHARE AMOUNTS IN MILLIONS)</i>	Fourth Quarter	
	2025	2024
Numerator		
Adjusted (Non-GAAP) Net Income	\$ 104	\$ 129
Amortization of Acquisition-related Intangible Assets	134	143
Tax impact on Amortization of Acquisition-related Intangible Assets (j)	32	35
Amortization of Acquisition-related Intangible Assets, net of tax (k)	102	108
Adjusted (Non-GAAP) Net Income ex. Amortization	<u>\$ 206</u>	<u>\$ 237</u>
Denominator		
Weighted average shares assuming dilution (diluted)	257	256
Adjusted (Non-GAAP) EPS ex. Amortization	<u>\$ 0.80</u>	<u>\$ 0.93</u>

- (a) For 2025, represents costs related to the IFF Productivity Program including severance, fixed asset write-downs and site closure expenses, net of the gain on sale of fixed assets previously written down. For 2024, represents initial costs in connection with the IFF Productivity Program, primarily related to fixed asset write-downs.
- (b) For 2025 and 2024, primarily represents costs related to the Company's completed and anticipated divestitures. These costs primarily consisted of external consulting fees, professional and legal fees and salaries of individuals who are fully dedicated to such efforts.

For the three months ended December 31, 2025 and December 31, 2024, business divestiture costs were

- (c) For 2025, primarily represents the gain recognized related to the divestiture of the Rene Laurent business in France. For 2024, primarily represents the impact of adjustments to the gain recognized related to the divestiture of the Cosmetic Ingredients business.
- (d) For 2025, represents the losses recognized on assets classified as held for sale of the Soy, Concentrates and Lecithin disposal group. For 2024, represents the losses recognized on assets classified as held for sale of the Pharma Solutions disposal group.
- (e) For 2024, represents a settlement loss that was recognized as a result of the termination of the International Flavors & Fragrances Inc. Pension Plan. During 2025, a reduction of the previous settlement loss was recognized.
- (f) For 2025 and 2024, represents costs related to the Company's strategic assessment and business portfolio optimization efforts and reorganizing the Global Business Service Centers, primarily consulting fees.
- (g) Represents costs primarily related to legal fees incurred and provisions recognized for the ongoing investigations of the fragrance businesses.
- (h) For 2025 and 2024, represents costs related to the Company's entity realignment project to optimize the structure of holding companies, primarily consulting fees.
- (i) For 2025, primarily represents the impact of legislation changes in India related to the Wage Code.
- (j) The income tax effects of non-GAAP adjustments are calculated based on the applicable statutory tax rate for the relevant jurisdiction, except for those items which are non-taxable or subject to valuation allowances for which the tax expense (benefit) was calculated at 0%. The tax benefit for amortization is calculated in a similar manner as the tax effects of the non-GAAP adjustments.
- (k) Represents all amortization of intangible assets acquired in connection with acquisitions, net of tax.

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(Unaudited)

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Reconciliation of Gross Profit

<i>(DOLLARS IN MILLIONS)</i>	Year Ended December 31,	
	2025	2024
Reported (GAAP)	\$ 3,938	\$ 4,124
Divestiture and Integration Related Costs (b)	1	1
Adjusted (Non-GAAP)	<u>\$ 3,939</u>	<u>\$ 4,125</u>

Reconciliation of Selling and Administrative Expenses

<i>(DOLLARS IN MILLIONS)</i>	Year Ended December 31,	
	2025	2024
Reported (GAAP)	\$ 1,834	\$ 1,995
Divestiture and Integration Related Costs (b)	(123)	(227)
Strategic Initiatives Costs (g)	(35)	(33)
Regulatory Costs (h)	(106)	(73)
Entity Realignment Costs (j)	(8)	(6)
Other (l)	(8)	(2)
Adjusted (Non-GAAP)	<u>\$ 1,554</u>	<u>\$ 1,654</u>

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Reconciliation of Net (Loss) Income and EPS

<i>(DOLLARS IN MILLIONS EXCEPT PER SHARE AMOUNTS)</i>	Year Ended December 31,							
	2025				2024			
	(Loss) income before taxes	Benefit for income taxes (m)	Net (loss) income attributable to IFF (n)	Diluted EPS	Income (loss) before taxes	Provision for income taxes (m)	Net income (loss) attributable to IFF (n)	Diluted EPS
Reported (GAAP)	\$ (412)	\$ (40)	\$ (374)	\$ (1.46)	\$ 308	\$ 41	\$ 263	\$ 1.04
Restructuring and Other Charges (a)	70	16	54	0.21	29	7	22	0.09
Divestiture and Integration Related Costs (b)	125	46	79	0.31	225	50	175	0.68
Impairment of Goodwill (c)	1,153	7	1,146	4.48	64	—	64	0.25
Losses (Gains) on Business Disposals (d)	109	(153)	262	1.02	(346)	(24)	(322)	(1.26)
Loss on Assets Classified as Held for Sale (e)	115	27	88	0.34	317	66	251	0.98
Pension Settlement (Gains) Losses (f)	(6)	(1)	(5)	(0.02)	129	45	84	0.33
Strategic Initiatives Costs (g)	35	8	27	0.11	33	8	25	0.10
Regulatory Costs (h)	106	19	87	0.34	73	13	60	0.23
Gain on Debt Extinguishment (i)	(488)	(116)	(372)	(1.45)	—	—	—	—
Entity Realignment Costs (j)	8	362	(354)	(1.38)	6	2	4	0.02
U.S. Tax Reform (k)	—	1	(1)	—	—	—	—	—
Other (l)	9	1	8	0.02	(9)	(4)	(5)	(0.02)
Adjusted (Non-GAAP)	<u>\$ 824</u>	<u>\$ 177</u>	<u>\$ 645</u>	<u>\$ 2.52</u>	<u>\$ 829</u>	<u>\$ 204</u>	<u>\$ 621</u>	<u>\$ 2.44</u>

Reconciliation of Adjusted (Non-GAAP) EPS ex. Amortization

<i>(DOLLARS AND SHARE AMOUNTS IN MILLIONS)</i>	Year Ended December 31,	
	2025	2024
Numerator		
Adjusted (Non-GAAP) Net Income	\$ 645	\$ 621
Amortization of Acquisition-related Intangible Assets	568	610
Tax impact on Amortization of Acquisition-related Intangible Assets (m)	138	150
Amortization of Acquisition-related Intangible Assets, net of tax (o)	430	460
Adjusted (Non-GAAP) Net Income ex. Amortization	<u>\$ 1,075</u>	<u>\$ 1,081</u>
Denominator		
Weighted average shares assuming dilution (diluted)	256	256
Adjusted (Non-GAAP) EPS ex. Amortization	<u>\$ 4.20</u>	<u>\$ 4.22</u>

- (a) For 2025, represents costs related to the IFF Productivity Program including severance, fixed asset write-downs and site closure expenses, net of the gain on sale of fixed assets previously written down. For 2024, represents initial costs in connection with the IFF Productivity Program, primarily related to fixed asset write-downs.
- (b) For 2025 and 2024, primarily represents costs related to the Company's completed and anticipated divestitures. These costs primarily consisted of external consulting fees, professional and legal fees and salaries of individuals who are fully dedicated to such efforts.

For the year-ended December 31, 2025, business divestiture costs were approximately \$125 million. For the year-ended December 31, 2024, business divestiture and integration related costs were approximately \$220 million and \$5 million,

- (c) For 2025, represents the impairment of goodwill related to the Food Ingredients reporting unit. For 2024, represents the impairment of goodwill related to the Pharma Solutions disposal group.
- (d) For 2025, primarily represents losses recognized as part of the sale of the Pharma Solutions disposal group, offset in part by gains recognized as part of the sale of the Nitrocellulose business and Rene Laurent business in France. For 2024, primarily represents gains recognized as part of the sale of the Cosmetic Ingredients business and losses recognized as part of the sale of the Flavors & Essences UK business.
- (e) For 2025, represents the losses recognized on assets classified as held for sale of the Soy, Concentrates and Lecithin disposal group. For 2024, represents the losses recognized on assets classified as held for sale of the Pharma Solutions disposal group and portion of the Savory Solutions business in Turkey.
- (f) For 2024, represents a settlement loss that was recognized as a result of the termination of the International Flavors & Fragrances Inc. Pension Plan. During 2025, a reduction of the previous settlement loss was recognized.
- (g) Represents costs related to the Company's strategic assessment and business portfolio optimization efforts and reorganizing the Global Business Services Centers, primarily consulting fees. For 2024, also includes strategic initiatives related to the Company's business unit re-organization efforts.
- (h) Represents costs primarily related to legal fees incurred and provisions recognized for the ongoing investigations of the fragrance businesses.
- (i) For 2025, represents the gain recognized on the extinguishment of debt in connection with the completion of tender
- (j) For 2025 and 2024, represents costs related to a phased restructuring initiative aimed at optimizing its legal entity framework. In 2025, a one-time tax benefit was achieved as part of this restructuring which is partially offset by the execution costs to implement.
- (k) Tax benefit related to the impacts of the One Big Beautiful Bill Act, effective for 2025.
- (l) For 2025, primarily represents the net impact of costs related to severance, including accelerated stock compensation expense, for certain executives who have separated from the Company. For 2025, also includes the impact of legislation changes in India related to the Waage Code. For 2024, primarily represents gains from sale of assets.
- (m) The income tax effects of non-GAAP adjustments are calculated based on the applicable statutory tax rate for the relevant jurisdiction, except for those items which are non-taxable or subject to valuation allowances for which the tax expense (benefit) was calculated at 0%. The tax benefit for amortization is calculated in a similar manner as the tax effects of the non-GAAP adjustments.
- (n) For 2025, reported net loss is decreased by income attributable to non-controlling interest of \$2 million and adjusted net loss is decreased by income attributable to non-controlling interest of \$2 million. For 2024, reported net income is decreased by income attributable to non-controlling interest of \$4 million and adjusted net income is decreased by income attributable to non-controlling interest of \$4 million.
- (o) Represents all amortization of intangible assets acquired in connection with acquisitions, net of tax.

International Flavors & Fragrances Inc.
Debt Covenants
(Amounts in millions)
(Unaudited)

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Reconciliation of Credit Adjusted EBITDA to Net Income

<i>(DOLLARS IN MILLIONS)</i>	Year Ended December 31, 2025
Net income	\$ (372)
Interest expense	229
Income taxes	(40)
Depreciation and amortization	962
Specified items ⁽¹⁾	1,018
Non-cash items ⁽²⁾	303
Credit Adjusted EBITDA	\$ 2,100

- (1) Specified items consisted of restructuring and other charges, impairment of goodwill, divestiture and integration related costs, strategic initiatives costs, regulatory costs and other costs that are not related to recurring operations.
- (2) Non-cash items consisted of losses (gains) on sale of assets, losses (gains) on business disposals, losses on assets classified as held for sale, reduction of previous pension settlement losses, and stock-based compensation.

Net Debt to Total Debt

<i>(DOLLARS IN MILLIONS)</i>	December 31, 2025
Total debt ⁽¹⁾	\$ 6,026
Adjustments:	
Cash and cash equivalents	590
Net debt	\$ 5,436

- (1) Total debt used for the calculation of net debt consisted of short-term debt, long-term debt, short-term finance lease obligations and long-term finance lease obligations.

International Flavors & Fragrances Inc.
Comparable Reportable Segment Performance
(Amounts in millions)
(Unaudited)

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	Three Months Ended December 31,		Year Ended December 31,	
	2025	2024	2025	2024
Net Sales				
Taste ⁽¹⁾	\$ 588	\$ 573	\$ 2,481	\$ 2,410
Food Ingredients	802	819	3,278	3,365
Health & Biosciences	589	550	2,283	2,203
Scent ⁽²⁾	610	578	2,479	2,412
Pharma Solutions ⁽³⁾	—	—	369	337
Consolidated	\$ 2,589	\$ 2,520	\$ 10,890	\$ 10,727
Segment Adjusted Operating EBITDA⁽⁵⁾				
Taste ⁽¹⁾	\$ 94	\$ 82	\$ 478	\$ 446
Food Ingredients	82	97	423	399
Health & Biosciences	155	132	594	568
Scent ⁽²⁾	106	105	515	526
Pharma Solutions ⁽³⁾	—	—	76	68
Total	437	416	2,086	2,007
Depreciation & Amortization	(237)	(243)	(962)	(1,015)
Interest Expense	(49)	(69)	(229)	(305)
Other Expense, Net	(21)	(138)	(65)	(182)
Restructuring and Other Charges	(16)	(23)	(70)	(29)
Impairment of Goodwill	—	—	(1,153)	(64)
Gains (Losses) on Business Disposals	2	(2)	(109)	346
Loss on Assets Classified as Held for Sale	(7)	(33)	(115)	(317)
Gain on Extinguishment of Debt	—	—	488	—
Divestiture and Integration Related Costs	(35)	(56)	(125)	(228)
Strategic Initiatives Costs	(11)	(11)	(35)	(33)
Regulatory Costs	(35)	(9)	(106)	(73)
Entity Realignment Costs	(3)	—	(8)	(6)
Other	(3)	(2)	(9)	9
Impact of Business Divestitures ⁽⁴⁾	—	55	—	198
Income (Loss) Before Taxes	\$ 22	\$ (115)	\$ (412)	\$ 308
Segment Adjusted Operating EBITDA Margin				
Taste	16.0 %	14.3 %	19.3 %	18.5 %
Food Ingredients	10.2 %	11.8 %	12.9 %	11.9 %
Health & Biosciences	26.3 %	24.0 %	26.0 %	25.8 %
Scent	17.4 %	18.2 %	20.8 %	21.8 %
Pharma Solutions	— %	— %	20.6 %	20.2 %
Consolidated	16.9 %	16.5 %	19.2 %	18.7 %

- (1) Taste sales and segment adjusted operating EBITDA information for the three months and year-ended December 31, 2024 exclude the results of the Flavors & Essences UK business and Rene Laurent business in France that were divested to present fully comparable scenarios. The divestitures were completed on September 1, 2025 and December 1, 2025, respectively.
- (2) Scent sales and segment adjusted operating EBITDA information for the year-ended December 31, 2024 exclude the results of the Cosmetic Ingredients business to present fully comparable scenarios. The divestiture was completed on April 1, 2024.
- (3) Pharma sales and segment adjusted operating EBITDA information for the three months and year-ended December 31, 2024 exclude the results of the Pharma Solutions disposal group and Nitrocellulose business to present fully comparable scenarios. The divestitures were completed on May 1, 2025 and May 9, 2025, respectively.
- (4) Amounts exclude the results of the Cosmetic Ingredients business, the Pharma Solutions disposal group, the Nitrocellulose business, the Flavors & Essences UK business and Rene Laurent France business that were divested in the second quarter of 2024 (April 2, 2024), second quarter of 2025 (May 1, 2025), second quarter of 2025 (May 9, 2025), third quarter of 2025 (September 1, 2025) and fourth quarter of 2025 (December 1, 2025), respectively, to present fully comparable scenarios.
- (5) Following the completed divestitures of the Pharma Solutions disposal group on May 1, 2025 and the Nitrocellulose business on May 9, 2025, the Company reallocated certain corporate costs previously attributed to the Pharma Solutions segment. These costs have been redistributed across the Taste, Food Ingredients, Health & Biosciences, and Scent segments to align with the updated 2025 operating model.

Three Months Ended December 31, 2025

	Selling & Administrative Expenses	Research & Development Expenses	Total Adjusted Operating EBITDA Impact
Taste	\$ 3	\$ 1	\$ (4)
Food Ingredients	3	—	(3)
Health & Biosciences	3	—	(3)
Scent	2	—	(2)
Total	\$ 11	\$ 1	\$ (12)

Year Ended December 31, 2025

	Selling & Administrative Expenses	Research & Development Expenses	Total Adjusted Operating EBITDA Impact
Taste	\$ 7	\$ 1	\$ (8)
Food Ingredients	9	—	(9)
Health & Biosciences	7	1	(8)
Scent	5	1	(6)
Total	\$ 28	\$ 3	\$ (31)

International Flavors & Fragrances Inc.
GAAP to Non-GAAP Reconciliation
Comparable Foreign Exchange Impact
(Unaudited)

<u>Q4 Taste</u>	Sales	Segment Adjusted Operating EBITDA	Segment Adjusted Operating EBITDA Margin
% Change - Reported	2%	8%	1%
Portfolio Impact	1%	7%	1%
% Change - Comparable	3%	15%	2%
Currency Impact	(1)%	2%	0%
% Change - Comparable Currency Neutral	2%	17%	2%

<u>Q4 Food Ingredients</u>	Sales	Segment Adjusted Operating EBITDA	Segment Adjusted Operating EBITDA Margin
% Change - Reported	(2)%	(18)%	(2)%
Portfolio Impact	0%	3%	0%
% Change - Comparable	(2)%	(15)%	(2)%
Currency Impact	(2)%	4%	1%
% Change - Comparable Currency Neutral	(4)%	(11)%	(1)%

<u>Q4 Health & Biosciences</u>	Sales	Segment Adjusted Operating EBITDA	Segment Adjusted Operating EBITDA Margin
% Change - Reported	7%	14%	2%
Portfolio Impact	0%	3%	1%
% Change - Comparable	7%	17%	2%
Currency Impact	(2)%	3%	1%
% Change - Comparable Currency Neutral	5%	20%	3%

<u>Q4 Scent</u>	Sales	Segment Adjusted Operating EBITDA	Segment Adjusted Operating EBITDA Margin
% Change - Reported	6%	0%	(1)%
Portfolio Impact	0%	1%	0%
% Change - Comparable	6%	1%	(1)%
Currency Impact	(2)%	0%	0%
% Change - Comparable Currency Neutral	4%	1%	(1)%

<u>Q4 Consolidated</u>	Sales	Adjusted Operating EBITDA	Adjusted Operating EBITDA Margin
% Change - Reported	(7)%	(7)%	0%
Portfolio Impact	9%	12%	1%
% Change - Comparable	3%	5%	0%
Currency Impact	(2)%	2%	1%
% Change - Comparable Currency Neutral	1%	7%	1%

Note: The sum of these items may not foot due to rounding.

International Flavors & Fragrances Inc.
GAAP to Non-GAAP Reconciliation
Comparable Foreign Exchange Impact
(Unaudited)

<u>YTD Taste</u>	Sales	Segment Adjusted Operating EBITDA	Segment Adjusted Operating EBITDA Margin
% Change - Reported	2%	4%	0%
Portfolio Impact	1%	3%	0%
% Change - Comparable	3%	7%	1%
Currency Impact	1%	3%	0%
% Change - Comparable Currency Neutral	4%	10%	1%
<u>YTD Food Ingredients</u>	Sales	Segment Adjusted Operating EBITDA	Segment Adjusted Operating EBITDA Margin
% Change - Reported	(3)%	4%	1%
Portfolio Impact	0%	2%	0%
% Change - Comparable	(3)%	6%	1%
Currency Impact	0%	4%	0%
% Change - Comparable Currency Neutral	(3)%	10%	2%
<u>YTD Health & Biosciences</u>	Sales	Segment Adjusted Operating EBITDA	Segment Adjusted Operating EBITDA Margin
% Change - Reported	4%	3%	0%
Portfolio Impact	0%	2%	0%
% Change - Comparable	4%	5%	0%
Currency Impact	(1)%	2%	1%
% Change - Comparable Currency Neutral	3%	7%	1%
<u>YTD Scent</u>	Sales	Segment Adjusted Operating EBITDA	Segment Adjusted Operating EBITDA Margin
% Change - Reported	2%	(6)%	(2)%
Portfolio Impact	1%	3%	1%
% Change - Comparable	3%	(2)%	(1)%
Currency Impact	0%	4%	1%
% Change - Comparable Currency Neutral	3%	2%	0%
<u>YTD Pharma Solutions</u>	Sales	Segment Adjusted Operating EBITDA	Segment Adjusted Operating EBITDA Margin
% Change - Reported	(65)%	(65)%	0%
Portfolio Impact	74%	76%	0%
% Change - Comparable	9%	12%	0%
Currency Impact	3%	4%	0%
% Change - Comparable Currency Neutral	12%	16%	1%
<u>YTD Consolidated</u>	Sales	Adjusted Operating EBITDA	Adjusted Operating EBITDA Margin
% Change - Reported	(5)%	(5)%	0%
Portfolio Impact	7%	9%	1%
% Change - Comparable	2%	4%	1%
Currency Impact	0%	3%	1%
% Change - Comparable Currency Neutral	2%	7%	1%

Note: The sum of these items may not foot due to rounding.