



Where science
& creativity meet

FOURTH QUARTER & FULL YEAR 2022 EARNINGS CONFERENCE CALL

Updated as of February 27, 2023



CAUTIONARY STATEMENT

Statements in this presentation, which are not historical facts or information, are “forward-looking statements” within the meaning of The Private Securities Litigation Reform Act of 1995. Such forward-looking statements are based on management’s current assumptions, estimates and expectations including those concerning the impacts of COVID-19 and our plans to respond to its implications; the expected impact of global supply chain challenges; expectations regarding sales and profit for the fiscal year 2023, including the impact of foreign exchange, pricing actions, raw materials, energy and sourcing, logistics and manufacturing costs; expectations of the impact of inflationary pressures and the pricing actions to offset exposure to such impacts; the impact of high input costs, including commodities, raw materials, transportation and energy; our ability to drive cost discipline measures and the ability to recover margin to pre-inflation levels; expectations regarding the implementation of our refreshed growth-focused strategy; the expected divestiture of Savory Solutions and the progress of our portfolio optimization strategy, through non-core business divestitures and acquisitions, such as the Health Wright Products acquisition; our combination with N&B, including the expected benefits and synergies of the N&B Transaction and future opportunities for the combined company; the success of our integration efforts and ability to deliver on our synergy commitments as well as future opportunities for the combined company; the success of our optimization of our portfolio; the impact of global economic uncertainty or recessionary pressures on demand for consumer products; the growth potential of the markets in which we operate, including the emerging markets; expected capital expenditures; the expected costs and benefits of our ongoing optimization of our manufacturing operations, including the expected number of closings; expected cash flow and availability of capital resources to fund our operations and meet our debt service requirements; our ability to drive reductions in expenses; our strategic investments in capacity and increasing inventory to drive improved profitability; our ability to innovate and execute on specific consumer trends and demands; our ability to enhance our innovation efforts and drive cost efficiencies; and our ability to continue to generate value for, and return cash to, our shareholders.

These forward-looking statements should be evaluated with consideration given to the many risks and uncertainties inherent in our business that could cause actual results and events to differ materially from those in the forward-looking statements. Certain of such forward-looking information may be identified by such terms as “expect”, “anticipate”, “believe”, “intend”, “outlook”, “may”, “estimate”, “should”, “predict” and similar terms or variations thereof. Such forward-looking statements are based on a series of expectations, assumptions, estimates and projections about the Company, are not guarantees of future results or performance, and involve significant risks, uncertainties and other factors, including assumptions and projections, for all forward periods. Our actual results may differ materially from any future results expressed or implied by such forward-looking statements.

Such risks, uncertainties and other factors include, among others, the following: (1) inflationary trends, including in the price of our input costs, such as raw materials, transportation and energy; (2) supply chain disruptions, geopolitical developments, including the Russia-Ukraine conflict, or climate-change related events (including severe weather events) that may affect our suppliers or procurement of raw materials; (3) disruption in the development, manufacture, distribution or sale of our products from COVID-19 and other public health crises; (4) risks related to the integration of the N&B business, including whether we will realize and benefits anticipated from the merger in the expected time frame; (5) our ability to successfully establish and manage acquisitions, collaborations, joint ventures or partnerships, or the failure to close strategic transactions or divestments; (6) our ability to successfully market to our expanded and diverse customer base; (7) our substantial amount of indebtedness and its impact on our liquidity and ability to return capital to its shareholders; (8) our ability to effectively compete in our market and develop and introduce new products that meet customers’ needs; (9) our ability to retain key employees; (10) changes in demand from large multi-national customers due to increased competition and our ability to maintain “core list” status with customers; (11) our ability to successfully develop innovative and cost-effective products that allow customers to achieve their own profitability expectations; (12) disruption in the development, manufacture, distribution or sale of our products from natural disasters, public health crises, international conflicts, terrorist acts, labor strikes, political crisis, accidents and similar events; (13) the impact of a significant data breach or other disruption in our information technology systems, and our ability to comply with data protection laws in the U.S. and abroad; (14) volatility and increases in the price of raw materials, energy and transportation; (15) our ability to comply with, and the costs associated with compliance with, regulatory requirements and industry standards, including regarding product safety, quality, efficacy and environmental impact; (16) our ability to meet increasing customer, consumer, shareholder and regulatory focus on sustainability; (17) defect, quality issues (including product recalls), inadequate disclosure or misuse with respect to the products and capabilities; (18) our ability to react in a timely and cost-effective manner to changes in consumer preferences and demands, including increased awareness of health and wellness; (19) our ability to benefit from our investments and expansion in emerging markets; (20) the impact of currency fluctuations or devaluations in the principal foreign markets in which we operate; (21) economic, regulatory and political risks associated with our international operations; (22) the impact of global economic uncertainty on demand for consumer products; (23) our ability to comply with, and the costs associated with compliance with, U.S. and foreign environmental protection laws; (24) our ability to successfully manage our working capital and inventory balances; (25) the impact of the failure to comply with U.S. or foreign anti-corruption and anti-bribery laws and regulations, including the U.S. Foreign Corrupt Practices Act; (26) any impairment on our tangible and intangible long lived assets, including goodwill associated with the N&B merger and the acquisition of Frutarom; (27) our ability to protect our intellectual property rights; (28) the impact of the outcome of legal claims, regulatory investigations and litigation; (29) changes in market conditions or governmental regulations relating to our pension and postretirement obligations; (30) the impact of changes in federal, state, local and international tax legislation or policies, including the Tax Cuts and Jobs Act, with respect to transfer pricing and state aid, and adverse results of tax audits, assessments, or disputes; (31) the impact of the United Kingdom’s departure from the European Union; (32) the impact of the phase out of the London Interbank Offered Rate (LIBOR) on interest expense; and (33) risks associated with our CEO transition, including the impact on employee hiring and retention.

The foregoing list of important factors does not include all such factors, nor necessarily present them in order of importance. In addition, you should consult other disclosures made by the Company (such as in our other filings with the SEC or in company press releases) for other factors that may cause actual results to differ materially from those projected by the Company. Please refer to Part I, Item 1A., Risk Factors, of the Company’s Annual Report on Form 10-K filed with the SEC on February 28, 2022 for additional information regarding factors that could affect our results of operations, financial condition and liquidity.

We intend our forward-looking statements to speak only as of the time of such statements and do not undertake or plan to update or revise them as more information becomes available or to reflect changes in expectations, assumptions or results. We can give no assurance that such expectations or forward-looking statements will prove to be correct. An occurrence of, or any material adverse change in, one or more of the risk factors or risks and uncertainties referred to in this press release or included in our other periodic reports filed with the SEC could materially and adversely impact our operations and our future financial results. Any public statements or disclosures made by us following this press release that modify or impact any of the forward-looking statements contained in or accompanying this press release will be deemed to modify or supersede such outlook or other forward-looking statements in or accompanying this presentation.

NON-GAAP FINANCIALS

We provide in this presentation non GAAP financial measures, including: (i) comparable currency neutral sales; (ii) adjusted operating EBITDA and comparable currency neutral adjusted operating EBITDA; (iii) adjusted operating EBITDA margin; (iv) adjusted EPS ex amortization; (v) free cash flow; and (vi) net debt to credit adjusted EBITDA.

Our non-GAAP financial measures are defined below.

Currency Neutral metrics eliminate the effects that result from translating non-U.S. currencies to U.S. dollars. We calculate currency neutral numbers by translating current year invoiced sale amounts at the exchange rates used for the corresponding prior year period. We use currency neutral results in our analysis of subsidiary or segment performance. We also use currency neutral numbers when analyzing our performance against our competitors.

Adjusted operating EBITDA and adjusted operating EBITDA margin exclude depreciation and amortization expense, interest expense, other (expense) income, net, and certain non-recurring or unusual items such as acquisition related costs, restructuring and other charges, gains on sale of fixed assets, impairment of goodwill, impairment of long-lived assets, shareholder activism related costs, business divestiture costs, employee separation costs, strategic initiative costs, Global Shared Services implementation costs, Frutarom acquisition related costs, N&B inventory step-up costs, N&B transaction related costs and integration related costs.

Adjusted EPS ex Amortization excludes the impact of non-operational items including, acquisition related costs, restructuring and other charges, losses (gains) on sale of fixed assets, business divestiture costs, gains on business disposal, employee separation costs, strategic initiative costs, Global Shared Services implementation costs, pension settlement, Frutarom acquisition related costs, N&B inventory set-up costs, integration related costs, redemption value adjustment to EPS and non-cash items including the amortization of acquisition related intangible assets.

Free Cash Flow is operating cash flow (i.e. cash flow from operations) less capital expenditures.

Net debt to credit adjusted EBITDA is the leverage ratio used in our credit agreements and defined as net debt (which is debt for borrowed money less cash and cash equivalents) divided by the trailing 12-month credit adjusted EBITDA. Credit adjusted EBITDA is defined as income (loss) before income taxes, depreciation and amortization expense, interest expense, specified items and non-cash items.

Comparable results for full year 2022 is defined as 12 months (January thru December) of legacy IFF and N&B results in both the 2021 and 2022 periods and excludes the impact of divestitures and acquisitions. Comparable results for the fourth quarter excludes the impact of divestitures and acquisitions. These non-GAAP measures are intended to provide additional information regarding our underlying operating results and comparable year over year performance. Such information is supplemental to information presented in accordance with GAAP and is not intended to represent a presentation in accordance with GAAP. In discussing our historical and expected future results and financial condition, we believe it is meaningful for investors to be made aware of and to be assisted in a better understanding of, on a period-to-period comparable basis, financial amounts both including and excluding these identified items, as well as the impact of exchange rate fluctuations. These non-GAAP measures should not be considered in isolation or as substitutes for analysis of the Company's results under GAAP and may not be comparable to other companies' calculation of such metrics.

The Company cannot reconcile its expected Adjusted Operating EBITDA under "Financial Guidance" without unreasonable effort because certain items that impact net income and other reconciling metrics are out of the Company's control and/or cannot be reasonably predicted at this time. These items include but are not limited to gains (losses) on sale of fixed assets, shareholder activism related costs, business divestiture costs (including the anticipated Savory Solutions divestiture), employee separation costs, N&B inventory step-up costs, N&B transaction related costs, integration related costs and the impact of the merger with N&B.

TODAY'S SPEAKERS



Frank Clyburn

Chief Executive Officer



Glenn Richter

Executive Vice President,
Chief Financial Officer



Michael DeVeau

Senior Vice President,
Corporate Finance &
Investor Relations

AGENDA

Strategy Refresh

FY 2022 Results

Q4 2022 Performance

2023 Outlook

Q&A





STRATEGY REFRESH

- Implementing a growth-oriented strategy
- Targeting enhanced cost & productivity initiatives
- Simplifying operating model to align with end-markets
- Generating strong financial profile & leadership in ESG
- Advancing portfolio optimization
- Evolving Board & strengthening talent

DO WHAT MATTERS MOST

BE

*the Premier
Partner*

BUILD

Our Future

BECOME

One IFF

EMBED ESG+ IN ALL THAT WE DO

iff

ACHIEVING OUR FULL POTENTIAL

UNLOCKING INCREMENTAL VALUE

KEY FOCUS AREAS

1 IMPROVE SUPPLY CHAIN

2 ENHANCE COMMERCIAL EXECUTION

3 GEOGRAPHIC EXPANSION

4 LEVERAGE INNOVATION PLATFORM

5 DRIVE GREATER PRODUCTIVITY

6 END-MARKET DRIVEN OPERATING MODEL

7 STRENGTHEN TALENT & CULTURE

8 IMPROVE DIGITAL CAPABILITIES

■ Growth Agenda

■ Cost Reduction

■ Strategic Enabler



FY 2022

HIGHLIGHTS

Sales \$12.4B

Comparable currency
neutral sales ^{1 2} +9%

Adjusted Operating EBITDA¹ of \$2.5B

Comparable currency neutral
adjusted operating EBITDA^{1 2} +4%

Pricing Actions

Achieved >\$1B in price
increases to recover total inflation

Productivity Benefits

Delivered nearly \$150M in cost
efficiencies operational efficiencies
and deal related synergies

Portfolio Optimization

Completed Microbial Control divestiture;
Announced Savory Solutions sale

Net Debt to Credit Adjusted EBITDA¹ of 4.1x

Remain committed to deleverage
balance sheet

**Achieved solid top and bottom-line performance while progressing
operational priorities in a volatile market environment**

¹ Non-GAAP metric; please see Non-GAAP disclosures at ir.iff.com

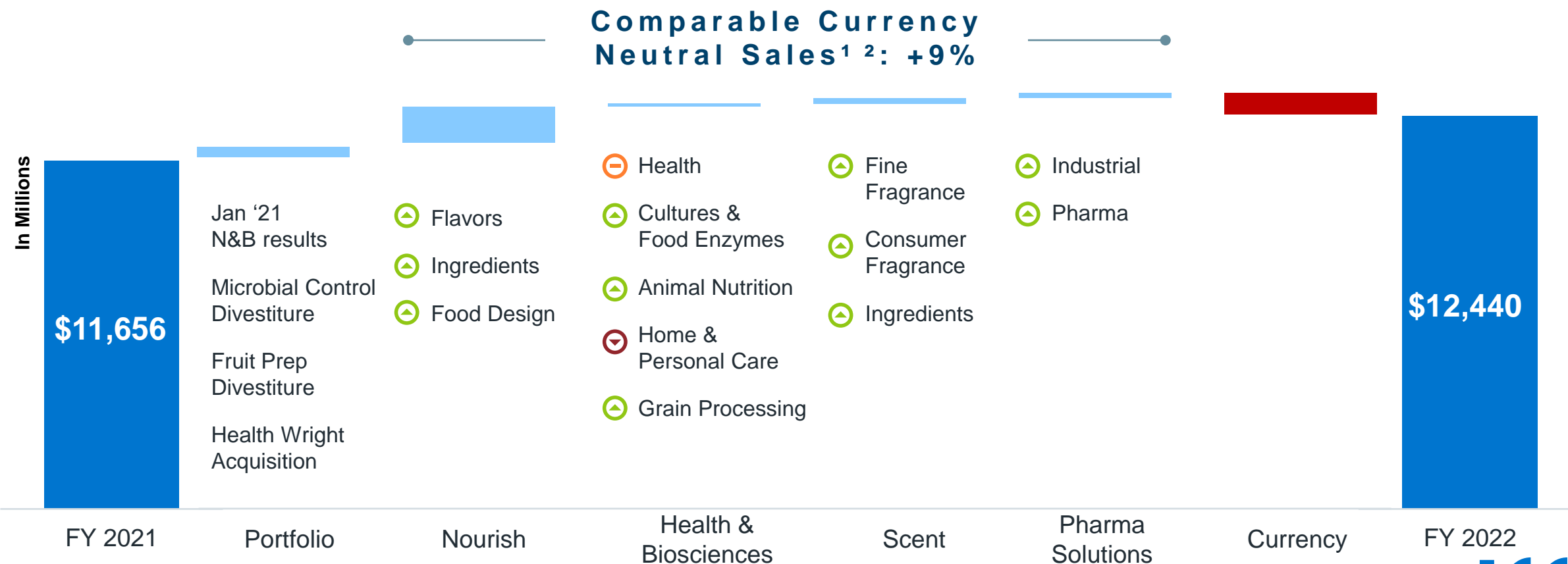
² Comparable results for FY 2022 is defined as 12 months (January thru December) of legacy IFF
and N&B results, in both the 2021 and 2022 periods and exclude the impact of divestitures and acquisitions

FY 2022

SALES PERFORMANCE

SALES RECONCILIATION

Year-over-year change



¹ Non-GAAP metric; please see Non-GAAP disclosures at ir.iff.com

² Comparable results for FY 2022 is defined as 12 months (January thru December) of legacy IFF and N&B results, in both the 2021 and 2022 periods and exclude the impact of divestitures and acquisitions

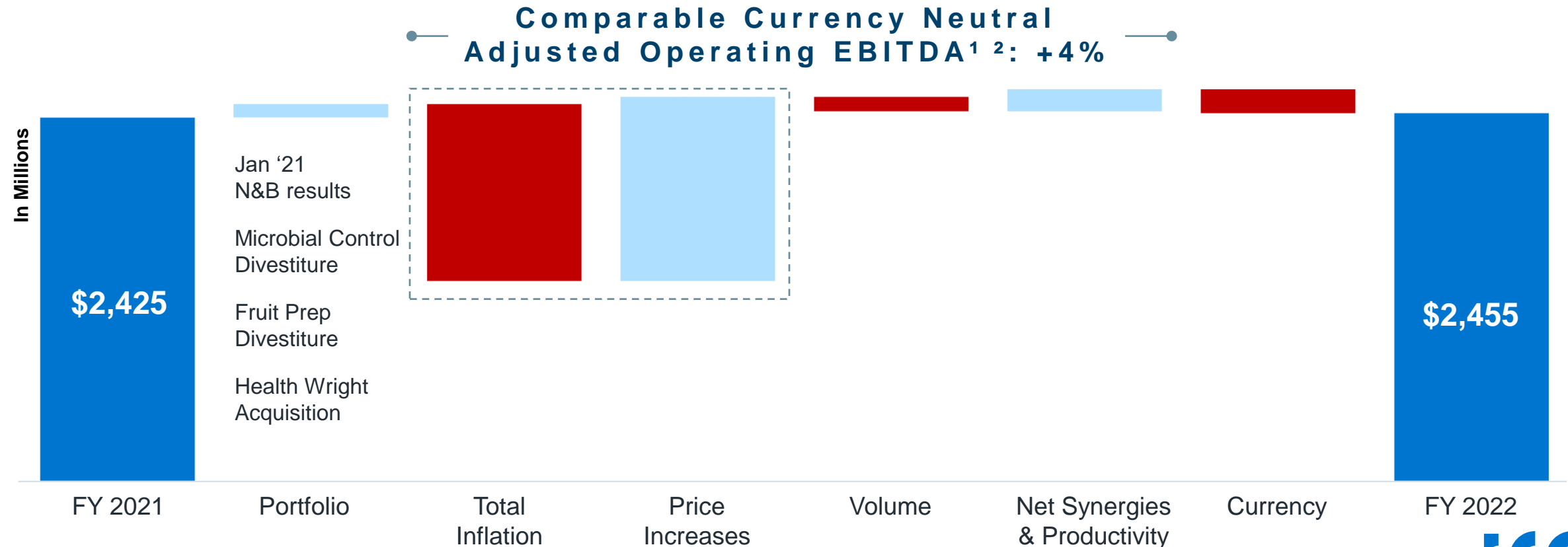


FY 2022

PROFITABILITY PERFORMANCE

ADJUSTED OPERATING EBITDA¹ RECONCILIATION

Year-over-year change







¹ Non-GAAP metric; please see Non-GAAP disclosures at ir.iff.com

² Comparable results for FY 2022 is defined as 12 months (January thru December) of legacy IFF and N&B results, in both the 2021 and 2022 periods and exclude the impact of divestitures and acquisitions

FY 2022

SEGMENT PERFORMANCE

	NET SALES (Comparable currency neutral vs. FY 21) ^{1 2}	ADJUSTED OPERATING EBITDA ¹ (Comparable currency neutral vs. FY 21) ^{1 2}	SEGMENT HIGHLIGHTS
 Nourish	\$6.8 billion +11%	\$1.2 billion +5%	<ul style="list-style-type: none"> • Led by double-digit growth in Food Designs & Ingredients • Profitability driven by strong price increases and productivity
 Health & Biosciences	\$2.3 billion +4%	\$634 million (1)%	<ul style="list-style-type: none"> • Growth in nearly all segments led by high single-digit increases in Cultures & Food Enzymes and Animal Nutrition • Price increases and productivity offset by lower volumes
 Scent	\$2.3 billion +8%	\$423 million +1%	<ul style="list-style-type: none"> • Strong double-digit growth in Fine Fragrances, high single-digit increase in Fragrance Ingredients and a mid single-digit growth in Consumer • Profitability driven by volume growth, favorable mix & productivity
 Pharma Solutions	\$971 million +15%	\$222 million +25%	<ul style="list-style-type: none"> • Strong double-digit growth in Pharma & mid single-digit in Industrial • Profitability driven by volume growth, price increases & productivity

¹ Non-GAAP metric; please see Non-GAAP disclosures at ir.iff.com

² Comparable results for FY 2022 is defined as 12 months (January thru December) of legacy IFF and N&B results, in both the 2021 and 2022 periods and exclude the impact of divestitures and acquisitions

Q4 2022

CONSOLIDATED RESULTS

In millions / % of sales	2021	2022	CHANGE
Revenue ²	\$3,031	\$2,844	(6)%
Adjusted operating EBITDA ^{1 2}	\$529	\$441	(17)%
Adjusted operating EBITDA margin ^{1 2}	17.5%	15.5%	(200) bps
Adjusted EPS ex amortization ^{1 2}	\$1.10	\$0.83	(25)%

Comparable currency neutral sales^{1 2} were +4%, with achieved across nearly all divisions

Comparable currency neutral adjusted operating EBITDA^{1 2} declined 5% as strong pricing and productivity gains were more than offset by lower volumes

EPS ex amortization¹ was driven by lower adjusted operating profit ex amortization, partially offset by a lower effective tax rate

FX had a ~7 ppt adverse impact on sales & a ~11 ppt adverse impact on adjusted operating EBITDA¹

¹ Non-GAAP metric; please see Non-GAAP disclosures at ir.iff.com

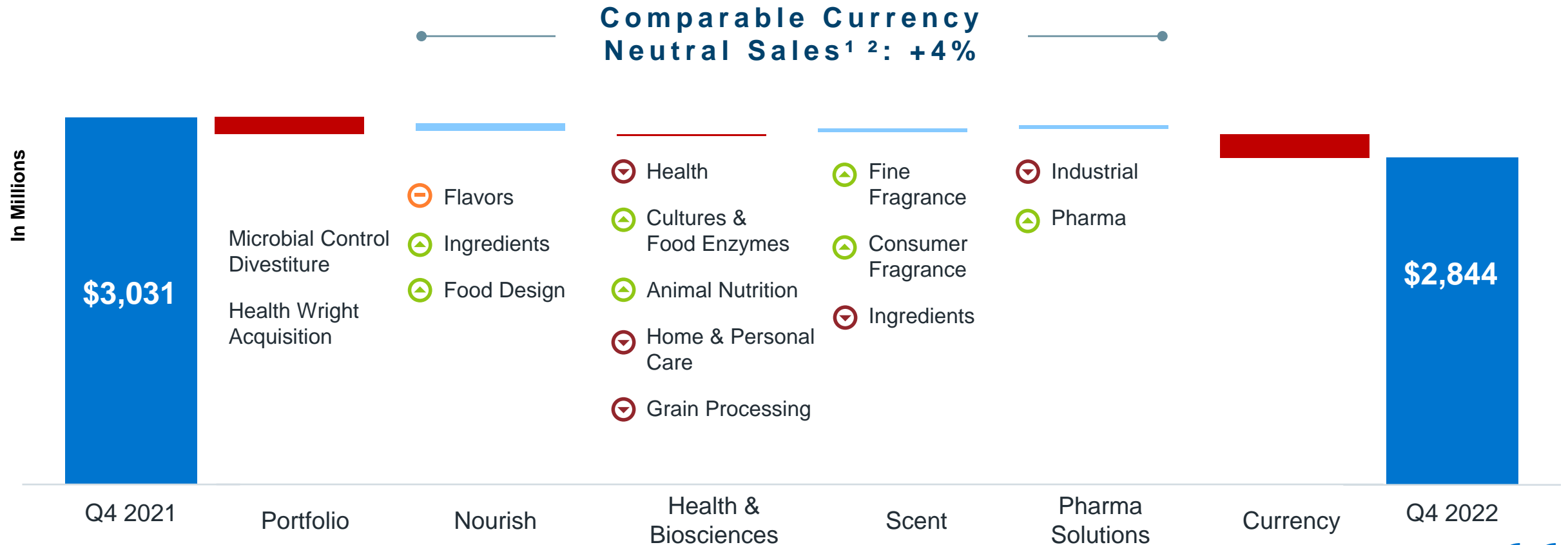
² Comparable results for the fourth quarter exclude the impact of divestitures and acquisitions

Q4 2022

SALES PERFORMANCE

SALES RECONCILIATION

Year-over-year change



¹ Non-GAAP metric; please see Non-GAAP disclosures at ir.iff.com

² Comparable results for the fourth quarter exclude the impact of divestitures and acquisitions

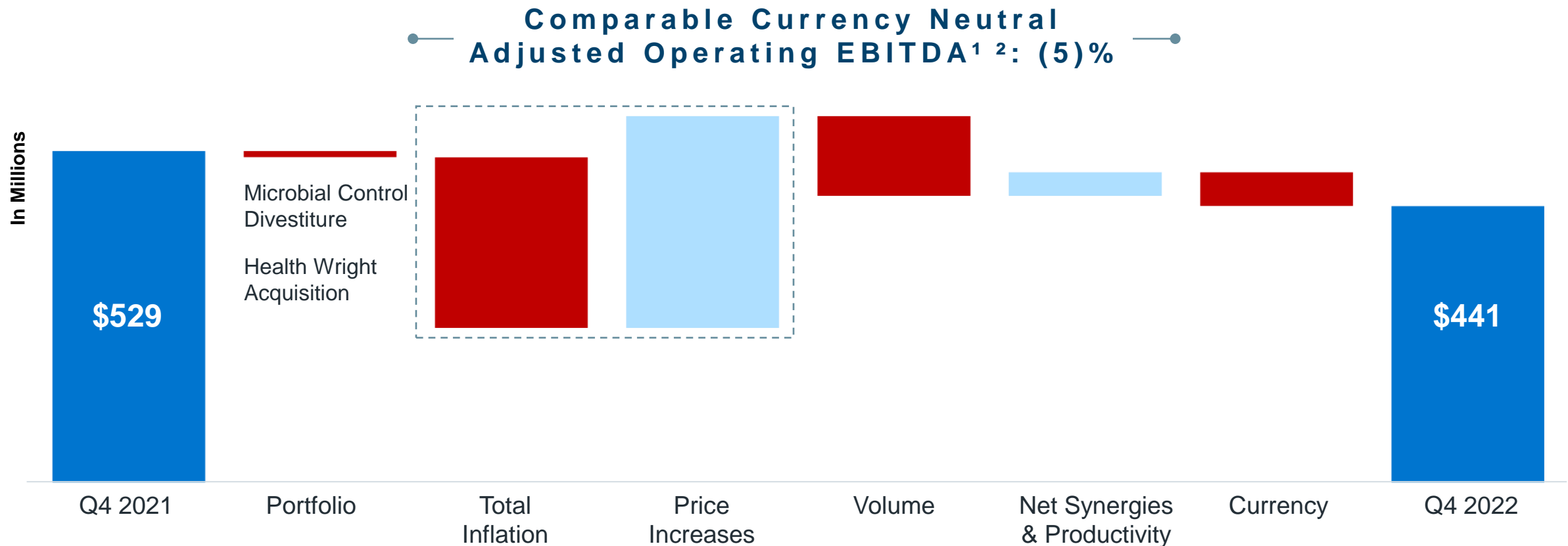


Q4 2022

PROFITABILITY PERFORMANCE

ADJUSTED OPERATING EBITDA¹ RECONCILIATION

Year-over-year change







¹ Non-GAAP metric; please see Non-GAAP disclosures at ir.iff.com

² Comparable results for the fourth quarter exclude the impact of divestitures and acquisitions



Q4 2022

SEGMENT PERFORMANCE

	NET SALES (Comparable currency neutral vs. 4Q 21) ^{1 2}	ADJUSTED OPERATING EBITDA ¹ (Comparable currency neutral vs. 4Q 21) ^{1 2}	SEGMENT HIGHLIGHTS
 Nourish	\$1.6 billion +4%	\$195 million (11)%	<ul style="list-style-type: none"> • Strong growth in Food Design & Ingredients • Price increases and productivity offset by lower volumes
 Health & Biosciences	\$501 million (3)%	\$121 million (11)%	<ul style="list-style-type: none"> • Performance was driven by strong growth in Animal Nutrition, Cultures and Food Enzymes, more than offset by market-driven weakness in Health & Grain Processing • Price increases and productivity offset by lower volumes
 Scent	\$545 million +6%	\$95 million +25%	<ul style="list-style-type: none"> • Double-digit growth in Fine Fragrance and a mid single-digit increase in Consumer Fragrance • Profitability led by favorable mix & productivity
 Pharma Solutions	\$221 million +15%	\$30 million (10)%	<ul style="list-style-type: none"> • Strong double-digit growth in Core Pharma • Price increase and productivity offset by lower volumes

¹ Non-GAAP metric; please see Non-GAAP disclosures at ir.iff.com

² Comparable results for the fourth quarter exclude the impact of divestitures and acquisitions

FY 2022

CASH FLOW & LEVERAGE

CASH FLOW

Cash flow from operations totaled \$397 million

Capex was \$504 million or ~4.1% of sales

Free cash flow¹ of \$(107) million

Dividends paid were \$810 million

LEVERAGE

Cash and cash equivalents finished at \$535 million which includes \$52 million currently in assets held for sale

Gross debt totaled \$10,987 million

Trailing 12-month credit adjusted EBITDA² totaled \$2,523 million

Net debt to credit adjusted EBITDA² was 4.1x

¹ Free Cash Flow is a non-GAAP metric; defined as Operating Cash Flow minus Capex

² Non-GAAP metric; please see non-GAAP disclosures at ir.iff.com

FY 2023

CONSOLIDATED OUTLOOK

In millions or as % of sales	FY 2023 ¹
Revenue	~\$12.5B
Comparable currency neutral sales ² growth	~6%
Adjusted operating EBITDA ²	~\$2.34B
Comparable currency neutral adjusted operating EBITDA ² growth	~0%

Macro environment challenging, with a lot of uncertainty; Trajectory of consumer & customer unclear, resulting in limited volume growth

Inflationary trend continues – with greater volatility – as costs remain at elevated levels; Targeting to fully cover dollar cost via pricing

Driving cost savings via enhanced productivity & restructuring

Intense focus on cash flow generation by significantly improving inventory levels; Expect a short-term impact on profitability

Expect foreign exchange to have no impact to sales growth and ~1% adverse impact to adjusted operating EBITDA growth in 2023

¹ The Company's full year guidance is adjusted by approximately \$350 million in sales and \$50 million in adjusted operating EBITDA for the anticipated Savory Solutions divestiture which is expected to close in the second quarter of 2023

² Non-GAAP metric; please see Non-GAAP disclosures at ir.iff.com

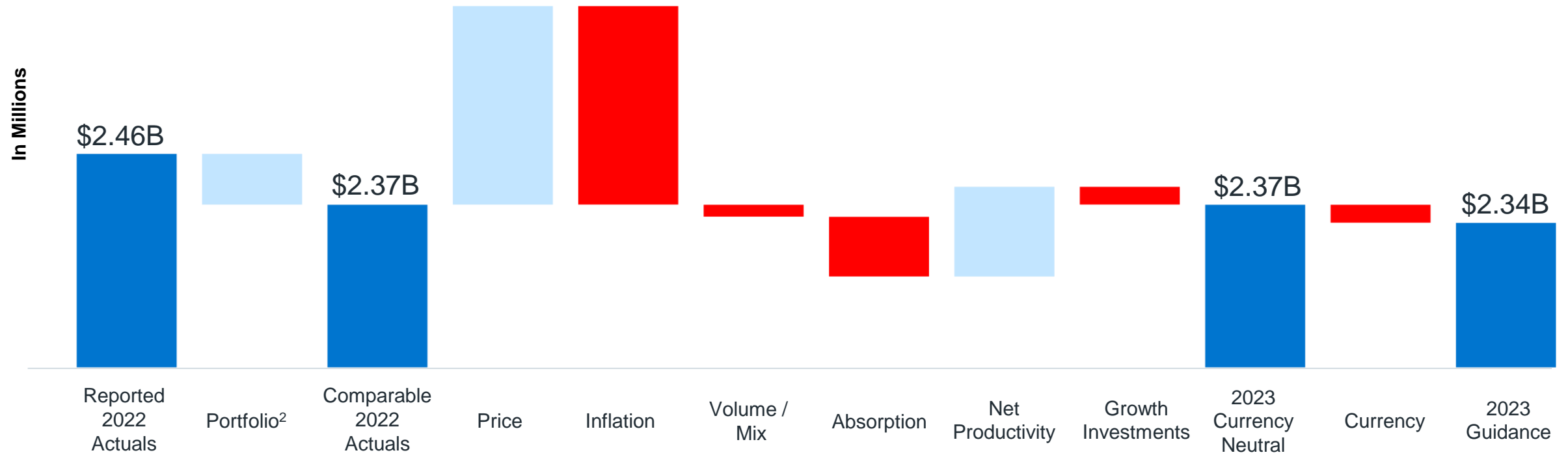
* Based on current market foreign exchange rates

FY 2023

INSIGHT INTO EBITDA PERFORMANCE

ADJUSTED OPERATING EBITDA¹ RECONCILIATION

Year-over-year change



¹ Non-GAAP metric; please see Non-GAAP disclosures at ir.iff.com

² Approximately \$85 million of adjusted operating EBITDA related to the impact of divestitures and acquisitions

* Based on current market foreign exchange rates



OPERATING PRIORITIES

FOCUS AREA

- 1 Accelerate sales growth
- 2 Enhance customer service & supply chain efficiencies
- 3 Maximize productivity to fund investments & expand margin
- 4 Drive cash flow & accelerate deleverage

ACTION PLAN

- Accelerate volume growth, targeted investments & successful pricing execution to offset inflation
- Achieve target service levels & reduce inventories; SIO process redesign & roll-out
- Deliver targeted productivity benefits; Execute restructure program; Identify additional savings
- Working capital improvement;
Non-core divestitures

Progressing strategy by improving sales & service execution, investing in growth initiatives, enhancing talent and driving portfolio optimization

SUMMARY

Executed on pricing, productivity and portfolio optimization to generate strong sales growth, enhance profitability and reduce our debt in 2022

Introduced a refreshed growth-focused strategy, that deepens our commitment to customers, prioritizes our highest-return businesses & expands productivity to drive long-term profitable growth

Confident that these are the right strategies to navigate near-term pressures as we balance growth, profitability and cash flow to deliver long-term value creation for our shareholders



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& creativity meet