



Where science  
& creativity meet

# First Quarter 2025 Earnings Conference Call

May 7, 2025



# CAUTIONARY STATEMENT

---

Statements in this presentation release, 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 expected cash flow and availability of capital resources to fund our operations and meet our debt service requirements; our ability to execute on our strategic and financial transformation, through non-core business divestitures and acquisitions, and expectations regarding the implementation of our refreshed growth-focused strategy and expectations around our business divestitures; our ability to continue to generate value for, and return cash to, our shareholders; expectations of the impact of inflationary pressures and the pricing actions to offset exposure to such impacts; expectations regarding the impact of government actions including tariffs; the impact of high input costs, including commodities, raw materials, transportation and energy; the expected impact of global supply chain challenges; our ability to enhance our innovation efforts, drive cost efficiencies and execute on specific consumer trends and demands; the growth potential of the markets in which we operate, including the emerging markets; expectations regarding sales and profit for the fiscal year 2025, including the impact of foreign exchange, pricing actions, raw materials, energy, and sourcing, logistics and manufacturing costs; the impact of global economic uncertainty and recessionary pressures on demand for consumer products; the success of our integration efforts, following acquisitions, including the N&B transaction, and ability to deliver on our synergy commitments as well as future opportunities for the combined company; our strategic investments in capacity and increasing inventory to drive improved profitability; our ability to drive cost discipline measures and the ability to recover margin to pre-inflation levels; expected capital expenditures in 2025; and the expected costs and benefits of our ongoing optimization of our manufacturing operations, including the expected number of closings.

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) our substantial amount of indebtedness and its impact on our liquidity, credit rating and ability to return capital to its shareholders; (2) our ability to successfully execute our strategic transformation; (3) the impact of regulatory, consumer, and economic trends for consumer products; (4) the impact of the outcomes of legal claims, disputes, regulatory investigations and litigation; (5) supply chain disruptions, geopolitical developments, climate change events, natural disasters, public health crises, tariffs and trade wars, and other events that may affect our suppliers or procurement of raw materials, and our development, manufacturing, distribution of sale of our products, and thus may impact our profitability, business and financial results; (6) inflationary trends, including in the price of our input costs, such as raw materials, transportation and energy; (7) our ability to successfully manage our working capital and inventory balances; (8) our ability to attract and retain key employees, and manage turnover of top executives; (9) our ability to successfully market to our expanded and diverse customer base; (10) our ability to effectively compete in our market and develop and introduce new products that meet customers’ needs; (11) changes in demand from large multi-national customers due to increased competition and our ability to maintain “core list” status with customers; (12) our ability to successfully develop innovative and cost-effective products that allow customers to achieve their own profitability expectations; (13) the impact of a significant data breach or other disruption in our information technology systems; (14) our ability to benefit from our investments and expansion in emerging markets; (15) the impact of currency fluctuations or devaluations in the principal foreign markets in which we operate; (16) economic, regulatory and political risks associated with our international operations; (17) our ability to declare and pay dividends which is subject to certain considerations; (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 meet increasing customer, consumer, shareholder and regulatory focus on sustainability; (20) any impairment on our tangible or intangible long-lived assets; (21) our ability to enter into or close strategic transactions or divestments, or successfully establish and manage acquisitions, collaborations, joint ventures or partnerships; (22) changes in market conditions or governmental regulations relating to our pension and postretirement obligations; (23) our ability to comply with, and the costs associated with compliance with, regulatory requirements and industry standards, including regarding product safety, quality, efficacy and environment impact; (24) defects, quality issues (including product recalls), inadequate disclosure or misuse with respect to the products and capabilities; (25) our ability to comply with, and the costs associated with compliance with, U.S. and foreign environmental protection laws; (26) the impact of our or our counterparties’ failure to comply with the U.S. Foreign Corrupt Practices Act, similar U.S. or foreign anti-bribery and anti-corruption laws and regulations, applicable sanctions or competition laws and regulations in the jurisdictions in which we operate or ethical business practices and related laws and regulations; (27) our ability to protect our intellectual property rights; (28) changes in business and operations related to the adoption of artificial intelligence; (29) the impact of changes in federal, state, local and international tax legislation or policies and adverse results of tax audits, assessments, or disputes; (30) the impact of any tax liability resulting from the N&B Transaction; and (31) our ability to comply with data protection laws in the U.S. and abroad.

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, 2025 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 presentation 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 presentation that modify or impact any of the forward-looking statements contained in or accompanying this presentation 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; (vi) net debt to credit adjusted EBITDA; and (vii) adjusted selling and administrative expenses; and adjusted gross profit.

Our non-GAAP financial measures are defined below.

Comparable results for the first quarter excludes the impact of divestitures.

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 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, net, and certain non-recurring or unusual items that are not part of recurring operations such as, restructuring and other charges, impairment of goodwill, gains (losses) on business disposals, loss on assets classified as held for sale, divestiture and integration costs, strategic initiative costs, regulatory costs and other items.

Adjusted EPS ex Amortization excludes the impact of non-operational items including, restructuring and other charges, impairment of goodwill, divestitures and integration costs, losses (gains) on business disposals, loss on assets classified as held for sale, pension settlement losses (gains); gain on China facility relocation, strategic initiative costs, regulatory costs, redemption value adjustment to EPS and other items that are not a part of recurring operations.

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 interest expense, income taxes, depreciation and amortization, specified items and non-cash items.

Adjusted selling and administrative expenses exclude divestiture and integration costs, strategic initiative costs, regulatory costs and other costs.

Adjusted gross profit excludes divestiture and integration costs.

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. Please see non-GAAP financial measures at [ir.iff.com](http://ir.iff.com)

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 acquisition, divestiture and integration costs, gains (losses) on business disposals, and regulatory costs.

# TODAY'S SPEAKERS

---



**Erik Fyrwald**

Chief Executive Officer



**Michael DeVeau**

EVP, Chief Financial Officer



**Michael Bender**

Director, Investor Relations

# AGENDA

---

Executive Summary

---

Q1 2025 Review

---

2025 Outlook

---

Q&A



Q1 2025

# EXECUTIVE SUMMARY

---

- Started the year well, with solid results all our businesses
- Achieved strong growth in Taste, Pharma Solutions, Health & Biosciences and Scent; Food Ingredients declined primarily due to protein solutions
- Volume growth, favorable net pricing & productivity gains drove high-single digit comparable currency neutral adjusted operating EBITDA<sup>1</sup> growth
- Completed Pharma Solutions divestiture 2 months early; Achieved targeted goal of < 3x net debt to credit adjusted EBITDA<sup>1</sup>
- Actively working with customers on actions to mitigate tariffs; Preparing for more challenging back half given heightened macroeconomic uncertainty
- Focusing on what we can control – collaborating with customers to drive growth and enhancing productivity – maintaining full year 2025 guidance

<sup>1</sup> Non-GAAP metric; please see Non-GAAP disclosures at [ir.iff.com](http://ir.iff.com)



Q1 2025

# CONSOLIDATED RESULTS

In millions / % of sales	2024	2025	Reported % $\Delta$	Comparable Currency Neutral Adjusted % $\Delta$ <sup>1 2</sup>
Revenue	\$2,899	\$2,843	(2)%	<b>3%</b>
Adjusted Operating EBITDA <sup>1</sup>	\$578	\$578	0%	<b>9%</b>
Adjusted Operating EBITDA Margin <sup>1</sup>	19.9%	20.3%	+40 bps	<b>+120 bps</b>

Comparable currency neutral sales<sup>1 2</sup> increased 3% led by growth across nearly all businesses

Performance led by high-single digit growth from Taste and Pharma Solutions and a mid-single digit increase from Scent and Health & Biosciences

Growth predominantly driven by volume gains

Comparable currency neutral adjusted operating EBITDA<sup>1 2</sup> grew 9% driven primarily by volume growth, favorable net pricing & productivity gains

<sup>1</sup> Non-GAAP metric; please see Non-GAAP disclosures at ir.iff.com

<sup>2</sup> Comparable results for the first quarter exclude the impact of divestitures

Q1 2025

# SEGMENT PERFORMANCE

	NET SALES  (Comparable currency neutral vs. 1Q 24) <sup>1 2</sup>	ADJUSTED OPERATING EBITDA <sup>1</sup>  (Comparable currency neutral adjusted vs. 1Q 24) <sup>1 2</sup>	SEGMENT HIGHLIGHTS
 Taste	\$627 million <b>+7%</b>	\$131 million <b>+22%</b>	<ul style="list-style-type: none"> <li>• Strong performance in Flavors, with broad-based growth in all regions</li> <li>• Profitability driven by volume, favorable net pricing &amp; productivity improvements</li> </ul>
 Food Ingredients	\$796 million <b>(4)%</b>	\$111 million <b>+5%</b>	<ul style="list-style-type: none"> <li>• Sales were declined primarily due to lower Protein Solutions sales</li> <li>• Favorable net pricing &amp; productivity gains driving profitability</li> </ul>
 Health & Biosciences	\$540 million <b>+5%</b>	\$138 million <b>+3%</b>	<ul style="list-style-type: none"> <li>• Growth in all businesses led by Health, Food Biosciences and Grain Processing</li> <li>• Volume growth and productivity offset reinvestment</li> </ul>
 Scent	\$614 million <b>+4%</b>	\$144 million <b>+4%</b>	<ul style="list-style-type: none"> <li>• Delivered growth in Fine Fragrance (double-digit) &amp; Consumer Fragrances</li> <li>• Volume &amp; productivity gains driving performance</li> </ul>
 Pharma Solutions	\$266 million <b>+8%</b>	\$54 million <b>+19%</b>	<ul style="list-style-type: none"> <li>• Driven by broad-based growth in all categories</li> <li>• Profitability primarily driven by distribution model change &amp; productivity gains</li> </ul>

<sup>1</sup> Non-GAAP metric; please see Non-GAAP disclosures at [ir.iff.com](http://ir.iff.com)

<sup>2</sup> Comparable results for the first quarter exclude the impact of divestitures

Q1 2025

# CASH FLOW & LEVERAGE

## Cash Flow

Cash flow from operations totaled \$127 million

Capex YTD was \$179 million or ~6% of sales

Free cash flow<sup>1</sup> of \$(52) million

Dividends paid were \$102 million

## Leverage

Cash and cash equivalents finished at \$650 million, which includes \$37 million currently in assets held for sale

Gross debt totaled \$9,319 million

Trailing 12-month credit adjusted EBITDA<sup>2</sup> totaled \$2,207 million

Net debt to credit adjusted EBITDA<sup>2</sup> was 3.9x

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

<sup>2</sup> Non-GAAP metric; please see non-GAAP disclosures at ir.iff.com

FY 2025

# CONSOLIDATED OUTLOOK

In millions or as % of sales

	<b>FY 2025<sup>1</sup> OUTLOOK</b>
<b>Revenue</b>	<b>\$10.6B to \$10.9B</b>
<i>Comparable currency neutral<sup>1</sup> Δ</i>	<i>1% to 4%</i>
<i>FX impact</i>	<i>~(2)%</i>
<i>Divestiture impact</i>	<i>~ (7)%</i>
<b>Adjusted operating EBITDA<sup>1 2</sup></b>	<b>\$2B to \$2.15B</b>
<i>Comparable currency neutral<sup>1 2</sup> Δ</i>	<i>5% to 10%</i>
<i>FX impact</i>	<i>~(3)%</i>
<i>Divestiture impact</i>	<i>~(8)%</i>

Increasingly dynamic & complex macroeconomic uncertainty, particularly related to global trade developments

Supply chain costs increasing due to tariff policy changes; Adapting supply chain & working with customers to mitigate

Maintaining full-year financial guidance ranges, yet recognize the current environment presents potential challenges

Focused on what we control – collaborating with our customers to drive growth, innovation and enhancing productivity

Remain confident in our long-term strategy & actions we are taking to strengthen IFF to maximize shareholder value

<sup>1</sup> Non-GAAP metric; please see Non-GAAP disclosures at ir.iff.com

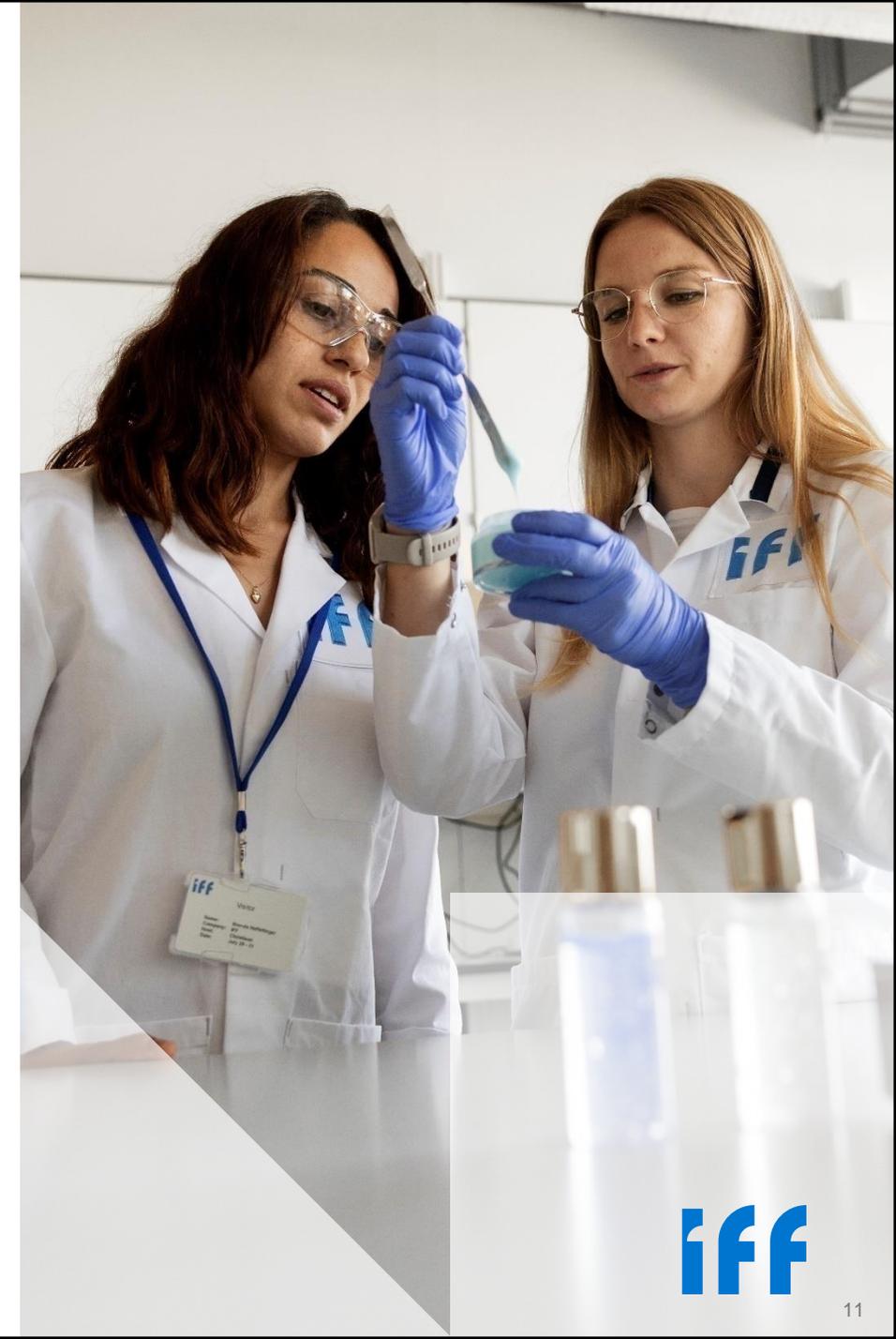
<sup>2</sup> The Company cannot reconcile its expected adjusted operating EBITDA under "Financial Guidance" without unreasonable effort because certain items that impact net income and other reconciling metrics are out of the Company's control and/or cannot be reasonably predicted at this time. These items include but are not limited to acquisition, divestiture and integration related costs, gains (losses) on business disposals, and regulatory costs.

\* Based on recent market foreign exchange rates

# SUMMARY

---

- Delivered solid top and bottom-line results in Q1 2025
- Addressed capital structure by achieving targeted net debt ratio with the completion of Pharma Solutions divestiture
- Continue to reinvest back into the business via R&D, Commercial and Capex to deliver sustainable & profitable long-term growth
- Majority of business is resilient during economic uncertainty; Focused on delivering innovative solutions that win in the marketplace for our customers



iff

Where science  
& creativity meet



# APPENDIX

## RECONCILIATION OF GAAP TO NON-GAAP FINANCIAL MEASURES

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

**Three Months Ended March 31, 2025**

	Taste	Food Ingredients	Health & Biosciences	Scent	Pharma Solutions	Total
Net Sales	\$ 627	\$ 796	\$ 540	\$ 614	\$ 266	\$ 2,843
Cost of Sales	(377)	(609)	(298)	(344)	(180)	
Research & development expenses	(40)	(12)	(52)	(55)	(5)	
Selling & administrative expenses	(94)	(92)	(81)	(86)	(32)	
Depreciation expense add-back (a)	15	28	29	15	5	
<b>Adjusted Operating EBITDA</b>	<b>\$ 131</b>	<b>\$ 111</b>	<b>\$ 138</b>	<b>\$ 144</b>	<b>\$ 54</b>	<b>\$ 578</b>

**Reconciliation of Adjusted Operating EBITDA:**

Total Adjusted Operating EBITDA	\$ 578
Depreciation & Amortization	(236)
Interest Expense	(71)
Other Expense, net	(20)
Restructuring and Other Charges (b)	(17)
Impairment of Goodwill (c)	(1,153)
Divestiture and Integration Costs (d)	(51)
Strategic Initiative Costs (e)	(8)
Regulatory Costs (f)	(11)
Other (g)	(5)
(Loss) Income Before Taxes	\$ (994)

**Segment Adjusted Operating EBITDA Margin**

Taste	20.9 %
Food Ingredients	13.9 %
Health & Biosciences	25.6 %
Scent	23.5 %
Pharma Solutions	20.3 %
Consolidated	20.3 %

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

**Three Months Ended March 31, 2024**

	Taste	Food Ingredients	Health & Biosciences	Scent	Pharma Solutions	Total
Net Sales	\$ 619	\$ 856	\$ 529	\$ 645	\$ 250	\$ 2,899
Cost of Sales	(384)	(673)	(286)	(350)	(181)	
Research & development expenses	(39)	(20)	(46)	(55)	(6)	
Selling & administrative expenses	(96)	(90)	(88)	(88)	(28)	
Depreciation expense add-back (a)	17	35	29	16	12	
<b>Adjusted Operating EBITDA</b>	<b>\$ 117</b>	<b>\$ 108</b>	<b>\$ 138</b>	<b>\$ 168</b>	<b>\$ 47</b>	<b>\$ 578</b>

**Reconciliation of Adjusted Operating EBITDA:**

Total Adjusted Operating EBITDA	\$ 578
Depreciation & Amortization	(278)
Interest Expense	(83)
Other Expense, net	(1)
Restructuring and Other Charges (b)	(3)
Divestiture and Integration Costs (d)	(58)
Strategic Initiatives Costs (e)	(4)
Regulatory Costs (f)	(35)
Other (g)	(1)
Income Before Taxes	<u>\$ 115</u>

**Segment Adjusted Operating EBITDA Margin**

Taste	18.9 %
Food Ingredients	12.6 %
Health & Biosciences	26.1 %
Scent	26.0 %
Pharma Solutions	18.8 %
Consolidated	19.9 %

**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>	First Quarter	
	2025	2024
Reported (GAAP)	\$ 1,035	\$ 1,024
Divestiture and Integration Costs (d)	—	1
Adjusted (Non-GAAP)	<u>\$ 1,035</u>	<u>\$ 1,025</u>

**Reconciliation of Selling and Administrative Expenses**

<i>(DOLLARS IN MILLIONS)</i>	First Quarter	
	2025	2024
Reported (GAAP)	\$ 461	\$ 490
Divestiture and Integration Costs (d)	(51)	(58)
Strategic Initiative Costs (e)	(8)	(4)
Regulatory Costs (f)	(11)	(35)
Other (g)	(6)	(2)
Adjusted (Non-GAAP)	<u>\$ 385</u>	<u>\$ 391</u>

**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 Net (Loss) Income and EPS**

<i>(DOLLARS IN MILLIONS EXCEPT PER SHARE AMOUNTS)</i>	First Quarter							
	2025				2024			
	(Loss) Income before taxes	Provision for income taxes (h)	Net (loss) income attributable to IFF (i)	Diluted EPS	(Loss) Income before taxes	Provision for income taxes (h)	Net (loss) income attributable to IFF (i)	Diluted EPS
Reported (GAAP)	\$ (994)	\$ 23	\$ (1,018)	\$ (3.98)	\$ 115	\$ 54	\$ 60	\$ 0.23
Restructuring and Other Charges (b)	17	4	13	0.05	3	1	2	0.01
Impairment of Goodwill (c)	1,153	7	1,146	4.48	—	—	—	—
Divestiture and Integration Costs (d)	51	12	39	0.15	58	(7)	65	0.26
Strategic Initiative Costs (e)	8	2	6	0.02	4	1	3	0.01
Regulatory Costs (f)	11	3	8	0.03	35	4	31	0.12
Other (g)	5	1	4	0.02	1	—	1	—
Adjusted (Non-GAAP)	<u>\$ 251</u>	<u>\$ 52</u>	<u>\$ 198</u>	<u>\$ 0.77</u>	<u>\$ 216</u>	<u>\$ 53</u>	<u>\$ 162</u>	<u>\$ 0.63</u>

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

<i>(DOLLARS AND SHARE AMOUNTS IN MILLIONS)</i>	First Quarter	
	2025	2024
<b>Numerator</b>		
Adjusted (Non-GAAP) Net Income	\$ 198	\$ 162
Amortization of Acquisition related Intangible Assets	143	168
Tax impact on Amortization of Acquisition related Intangible Assets (h)	35	41
Amortization of Acquisition related Intangible Assets, net of tax (j)	108	127
Adjusted (Non-GAAP) Net Income ex. Amortization	<u>\$ 306</u>	<u>\$ 289</u>
<b>Denominator</b>		
Weighted average shares assuming dilution (diluted)	256	256
<b>Adjusted (Non-GAAP) EPS ex. Amortization</b>	<u>\$ 1.20</u>	<u>\$ 1.13</u>

- (a) There is depreciation recorded within cost of sales, research & development expenses, and selling & administrative expenses, so there is an add-back of depreciation to calculate segment Adjusted Operating EBITDA. This reflects how the Chief Operating Decision Maker, the Chief Executive Officer, reviews Segment results.
- (b) For 2025, represents costs related to severance as part of the IFF Productivity Program. For 2024, represents costs related to lease impairment and severance as part of the Company's restructuring efforts.
- (c) For 2025, represents the impairment of goodwill related to the Food Ingredients reporting unit.
- (d) For 2025 and 2024, primarily represents costs related to the Company's planned divestitures. These costs primarily consisted of external consulting fees, professional and legal fees and salaries of individuals who are fully dedicated to such efforts.
- (e) For 2025 and 2024, primarily represents costs related to the Company's strategic assessment and business portfolio optimization efforts and reorganizing the Global Shared Services Centers, primarily consulting fees, and strategic initiatives related to the Company's business unit re-organization efforts.
- (f) For 2025 and 2024, represents costs primarily related to legal fees incurred and provisions recognized for the ongoing investigations of the fragrance business.
- (g) For 2025, represents the net impact of costs related to severance, including accelerated stock compensation expense, for certain executives who have separated from the Company. For 2024, represents costs related to the Company's entity realignment project to optimize the structure of holding companies, primarily consulting fees.
- (h) 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.
- (i) For 2025 and 2024, reported and adjusted net (loss) income are each decreased by income attributable to non-controlling interest of \$1 million.
- (j) Represents all amortization of intangible assets acquired in connection with acquisitions, net of tax.

**International Flavors & Fragrances Inc.**  
**Debt Covenants**  
**(Amounts in millions)**  
**(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 Credit Adjusted EBITDA to Net Loss**

<i>(DOLLARS IN MILLIONS)</i>	<b>Twelve Months Ended March 31, 2025</b>	
Net loss	\$	(835)
Interest expense		293
Income taxes		—
Depreciation and amortization		973
Specified items <sup>(1)</sup>		1,576
Non-cash items <sup>(2)</sup>		200
<b>Credit Adjusted EBITDA</b>	<b>\$</b>	<b>2,207</b>

- (1) Specified items consisted of restructuring and other charges, impairment of goodwill, divestiture and integration 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 and losses on business disposals, loss on assets classified as held for sale, pension settlement losses, and stock based compensation.

**Net Debt to Total Debt**

<i>(DOLLARS IN MILLIONS)</i>	<b>March 31, 2025</b>	
Total debt <sup>(1)</sup>	\$	9,319
Adjustments:		
Cash and cash equivalents <sup>(2)</sup>		650
<b>Net debt</b>	<b>\$</b>	<b>8,669</b>

- (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.
- (2) Cash and cash equivalents included approximately \$37 million currently in Assets held for sale on the Consolidated Balance Sheets.

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

The following information and schedule provides reconciliation information between reported GAAP amounts and non-GAAP certain adjusted amounts. This information and schedule is 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.

	<b>Three Months Ended March 31,</b>	
	<b>2025</b>	<b>2024</b>
<b>Net Sales</b>		
Taste <sup>(1)</sup>	\$ 627	\$ 615
Food Ingredients	796	856
Health & Biosciences	540	529
Scent <sup>(2)</sup>	614	618
Pharma Solutions	266	250
Consolidated	<u>\$ 2,843</u>	<u>\$ 2,868</u>
<b>Segment Adjusted Operating EBITDA</b>		
Taste <sup>(1)</sup>	\$ 131	\$ 115
Food Ingredients	111	108
Health & Biosciences	138	138
Scent <sup>(2)</sup>	144	154
Pharma Solutions	54	47
Total	578	562
Depreciation & Amortization	(236)	(278)
Interest Expense	(71)	(83)
Other Expense, Net	(20)	(1)
Restructuring and Other Charges	(17)	(3)
Impairment of Goodwill	(1,153)	—
Divestiture and Integration Costs	(51)	(58)
Strategic Initiative Costs	(8)	(4)
Regulatory Costs	(11)	(35)
Other	(5)	(1)
Impact of Business Divestitures <sup>(3)</sup>	—	16
(Loss) Income Before Taxes	<u>\$ (994)</u>	<u>\$ 115</u>
<b>Segment Adjusted Operating EBITDA Margin</b>		
Taste	20.9 %	18.7 %
Food Ingredients	13.9 %	12.6 %
Health & Biosciences	25.6 %	26.1 %
Scent	23.5 %	24.9 %
Pharma Solutions	20.3 %	18.8 %
Consolidated	20.3 %	19.6 %

- (1) Taste sales and segment adjusted operating EBITDA information exclude the results of the Flavors & Essences UK business that was divested on September 1, 2024, to present fully comparable scenarios.
- (2) Scent sales and segment adjusted operating EBITDA information exclude the results of the Cosmetic Ingredients business that was divested on April 2, 2024, to present fully comparable scenarios.
- (3) Amounts exclude the results of the Flavors & Essences UK business that was divested on September 1, 2024, and the Cosmetic Ingredients business that was divested on April 2, 2024, to present fully comparable scenarios.

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

<u>Q1 2025 Taste</u>	<b>Sales</b>	<b>Segment Adjusted Operating EBITDA</b>	<b>Segment Adjusted Operating EBITDA Margin</b>
<b>% Change - Reported</b>	1%	12%	2.0%
Portfolio Impact	1%	2%	0.2%
<b>% Change - Comparable</b>	2%	14%	2.2%
Currency Impact	5%	8%	0.5%
<b>% Change - Currency Neutral</b>	7%	22%	2.7%

<u>Q1 2025 Food Ingredients</u>	<b>Sales</b>	<b>Segment Adjusted Operating EBITDA</b>	<b>Segment Adjusted Operating EBITDA Margin</b>
<b>% Change - Reported</b>	(7)%	3%	1.3%
Portfolio Impact	0%	0%	0.0%
<b>% Change - Comparable</b>	(7)%	3%	1.3%
Currency Impact	3%	2%	(0.1)%
<b>% Change - Currency Neutral</b>	(4)%	5%	1.2%

<u>Q1 2025 Health &amp; Biosciences</u>	<b>Sales</b>	<b>Segment Adjusted Operating EBITDA</b>	<b>Segment Adjusted Operating EBITDA Margin</b>
<b>% Change - Reported</b>	2%	0%	(0.5)%
Portfolio Impact	0%	0%	0.0%
<b>% Change - Comparable</b>	2%	0%	(0.5)%
Currency Impact	3%	3%	0.0%
<b>% Change - Currency Neutral</b>	5%	3%	(0.5)%

<u>Q1 2025 Scent</u>	<b>Sales</b>	<b>Segment Adjusted Operating EBITDA</b>	<b>Segment Adjusted Operating EBITDA Margin</b>
<b>% Change - Reported</b>	(5)%	(14)%	(2.5)%
Portfolio Impact	4%	8%	1.1%
<b>% Change - Comparable</b>	(1)%	(6)%	(1.4)%
Currency Impact	5%	10%	1.4%
<b>% Change - Currency Neutral</b>	4%	4%	0.0%

<u>Q1 2025 Pharma Solutions</u>	<b>Sales</b>	<b>Segment Adjusted Operating EBITDA</b>	<b>Segment Adjusted Operating EBITDA Margin</b>
<b>% Change - Reported</b>	6%	15%	1.5%
Portfolio Impact	0%	0%	0.0%
<b>% Change - Comparable</b>	6%	15%	1.5%
Currency Impact	2%	4%	0.4%
<b>% Change - Currency Neutral</b>	8%	19%	1.9%

<u>Q1 2025 Consolidated</u>	<b>Sales</b>	<b>Adjusted Operating EBITDA</b>	<b>Adjusted Operating EBITDA Margin</b>
<b>% Change - Reported</b>	(2)%	0%	0.4%
Portfolio Impact	1%	3%	0.3%
<b>% Change - Comparable</b>	(1)%	3%	0.7%
Currency Impact	4%	6%	0.5%
<b>% Change - Currency Neutral</b>	3%	9%	1.2%

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