

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	
	2022	2021
Reported (GAAP)	\$ 869	\$ 981
N&B Inventory Step-Up Costs	—	5
Integration Related Costs (h)	—	1
Adjusted (Non-GAAP)	<u>\$ 869</u>	<u>\$ 987</u>

Reconciliation of Selling and Administrative Expenses

<i>(DOLLARS IN MILLIONS)</i>	Fourth Quarter	
	2022	2021
Reported (GAAP)	\$ 440	\$ 450
Acquisition Related Costs (a)	6	—
Business Divestiture Costs (b)	(19)	(21)
Employee Separation Costs (c)	(7)	(1)
Strategic Initiative Costs (d)	(3)	—
Global Shared Services Implementation Costs (e)	(4)	—
Frutarom Acquisition Related Costs (g)	—	(2)
Integration Related Costs (h)	(21)	(23)
Adjusted (Non-GAAP)	<u>\$ 392</u>	<u>\$ 403</u>

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(Amounts in millions)
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Reconciliation of Net (Loss) Income and EPS

<i>(DOLLARS IN MILLIONS)</i>	Fourth Quarter							
	2022				2021			
	(Loss) income before taxes	Provision for (Benefit from) income taxes (i)	Net (loss) income attributable to IFF (j)	Diluted EPS (k)	Income before taxes	Provision for income taxes (i)	Net income attributable to IFF (j)	Diluted EPS
Reported (GAAP)	\$ (5)	\$ 19	\$ (25)	\$ (0.10)	\$ 114	\$ 22	\$ 90	\$ 0.35
Acquisition Related Costs (a)	(6)	(1)	(5)	(0.02)	—	—	—	—
Restructuring and Other Charges	7	1	6	0.02	7	2	5	0.02
Losses (Gains) on Sale of Fixed Assets	(1)	—	(1)	—	—	—	—	—
Business Divestiture Costs (b)	19	(67)	86	0.34	21	5	16	0.06
Gains on Business Disposal	3	14	(11)	(0.04)	(13)	(14)	1	0.01
Employee Separation Costs (c)	7	—	7	0.03	1	—	1	—
Strategic Initiative Costs (d)	3	1	2	0.01	—	—	—	—
Global Shared Services Implementation Costs (e)	4	1	3	0.01	—	—	—	—
Pension Settlement (f)	—	—	—	—	2	—	2	0.01
Frutarom Acquisition Related Costs (g)	—	—	—	—	2	—	2	0.01
N&B Inventory Step-Up Costs	—	—	—	—	5	—	5	0.02
Integration Related Costs (h)	21	5	16	0.07	25	6	19	0.07
Adjusted (Non-GAAP)	<u>\$ 52</u>	<u>\$ (27)</u>	<u>\$ 78</u>	<u>\$ 0.31</u>	<u>\$ 164</u>	<u>\$ 21</u>	<u>\$ 141</u>	<u>\$ 0.55</u>

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

<i>(DOLLARS AND SHARE AMOUNTS IN MILLIONS)</i>	Fourth Quarter	
	2022	2021
Numerator		
Adjusted (Non-GAAP) Net Income	\$ 78	\$ 141
Amortization of Acquisition related Intangible Assets	175	185
Tax impact on Amortization of Acquisition related Intangible Assets (i)	40	45
Amortization of Acquisition related Intangible Assets, net of tax (l)	135	140
Adjusted (Non-GAAP) Net Income ex. Amortization	<u>\$ 213</u>	<u>\$ 281</u>
Denominator		
Weighted average shares assuming dilution (diluted)	255	255
Adjusted (Non-GAAP) EPS ex. Amortization	<u>\$ 0.83</u>	<u>\$ 1.10</u>

- (a) Represents costs related to the acquisition of Health Wright Products, primarily consulting and legal fees, offset in part by earn out adjustments.
- (b) Represents costs, including establishment of deferred tax liabilities, related to the Company's sales and planned sales of businesses, primarily legal and professional fees.
- (c) Represents costs related to severance, including accelerated stock compensation expense, for certain employees and executives who have been separated or will separate from the Company.
- (d) Represents costs related to the Company's strategic assessment and business portfolio optimization efforts, primarily consulting fees.
- (e) Represents costs related to the Company's efforts of restructuring the Global Shared Services Centers, primarily consulting fees.
- (f) Represents pension settlement charges incurred in one of the Company's UK pension plans.

- (g) Represents transaction-related costs and expenses related to the acquisition of Frutarom, primarily includes earn-out payments, net of adjustments.
- (h) Represents costs related to integration activities since 2018, primarily for Frutarom and N&B. For 2022, represents costs primarily related to external consulting fees and internal integration costs, including salaries of individuals who are fully dedicated to integration efforts. For 2021, represents costs primarily related to performance stock awards and consulting fees for advisory services.
- (i) 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.
- (j) For 2022, net loss is increased by income attributable to non-controlling interest of \$1 million. For 2021, net income is reduced by income attributable to non-controlling interest of \$2 million.
- (k) The sum of these items does not foot due to rounding.
- (l) Represents all amortization of intangible assets acquired in connection with acquisitions, net of tax.

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Reconciliation of Gross Profit

<i>(DOLLARS IN MILLIONS)</i>	Year Ended December 31,	
	2022	2021
Reported (GAAP)	\$ 4,151	\$ 3,735
Employee Separation Costs (f)	—	1
N&B Inventory Step-Up Costs	—	368
Integration Related Costs (m)	2	4
Adjusted (Non-GAAP)	<u>\$ 4,153</u>	<u>\$ 4,108</u>

Reconciliation of Selling and Administrative Expenses

<i>(DOLLARS IN MILLIONS)</i>	Year Ended December 31,	
	2022	2021
Reported (GAAP)	\$ 1,768	\$ 1,749
Acquisition Related Costs (a)	4	—
Restructuring and Other Charges	—	(1)
Shareholder Activism Related Costs (d)	(3)	(7)
Business Divestiture Costs (e)	(110)	(42)
Employee Separation Costs (f)	(11)	(27)
Strategic Initiative Costs (g)	(3)	—
Global Shared Services Implementation Costs (h)	(5)	—
Frutarom Acquisition Related Costs (k)	(1)	(2)
N&B Transaction Related Costs (l)	—	(91)
Integration Related Costs (m)	(92)	(99)
Adjusted (Non-GAAP)	<u>\$ 1,547</u>	<u>\$ 1,480</u>

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Reconciliation of Net (Loss) Income and EPS

<i>(DOLLARS IN MILLIONS)</i>	Year Ended December 31,							
	2022				2021			
	(Loss) income before taxes	Provision for income taxes (o)	Net (loss) income attributable to IFF (p)	Diluted EPS	Income before taxes	Provision for income taxes (o)	Net income attributable to IFF (p)	Diluted EPS
Reported (GAAP)	\$ (1,625)	\$ 239	\$ (1,871)	\$ (7.32)	\$ 354	\$ 75	\$ 270	\$ 1.10
Acquisition Related Costs (a)	(4)	—	(4)	(0.02)	—	—	—	—
Restructuring and Other Charges	12	2	10	0.04	41	9	32	0.13
Losses (Gains) on Sale of Fixed Assets	(3)	(1)	(2)	(0.01)	(1)	—	(1)	—
Impairment of Goodwill (b)	2,250	—	2,250	8.81	—	—	—	—
Impairment of Long-Lived Assets (c)	120	24	96	0.38	—	—	—	—
Shareholder Activism Related Costs (d)	3	1	2	0.01	7	2	5	0.02
Business Divestiture Costs (e)	110	(64)	174	0.68	42	10	32	0.12
Gains on Business Disposal	(11)	(96)	85	0.34	(13)	(14)	1	0.01
Employee Separation Costs (f)	11	1	10	0.04	29	2	27	0.11
Strategic Initiative Costs (g)	3	1	2	0.01	—	—	—	—
Global Shared Services Implementation Costs (h)	5	1	4	0.01	—	—	—	—
Pension Income Adjustment (i)	—	—	—	—	(17)	(4)	(13)	(0.05)
Pension Settlement (j)	—	—	—	—	2	—	2	0.01
Frutarom Acquisition Related Costs (k)	1	—	1	—	2	—	2	0.01
N&B Inventory Step-Up Costs	—	—	—	—	368	79	289	1.19
N&B Transaction Related Costs (l)	—	—	—	—	91	19	72	0.29
Integration Related Costs (m)	94	23	71	0.28	105	24	81	0.33
Redemption value adjustment to EPS (n)	—	—	—	(0.01)	—	—	—	0.01
Adjusted (Non-GAAP)	<u>\$ 966</u>	<u>\$ 131</u>	<u>\$ 828</u>	<u>\$ 3.24</u>	<u>\$ 1,010</u>	<u>\$ 202</u>	<u>\$ 799</u>	<u>\$ 3.28</u>

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

<i>(DOLLARS AND SHARE AMOUNTS IN MILLIONS)</i>	Year Ended December 31,	
	2022	2021
Numerator		
Adjusted (Non-GAAP) Net Income	\$ 828	\$ 799
Amortization of Acquisition related Intangible Assets	727	732
Tax impact on Amortization of Acquisition related Intangible Assets (o)	170	158
Amortization of Acquisition related Intangible Assets, net of tax (q)	557	574
Adjusted (Non-GAAP) Net Income ex. Amortization	<u>\$ 1,385</u>	<u>\$ 1,373</u>
Denominator		
Weighted average shares assuming dilution (diluted)	255	244
Adjusted (Non-GAAP) EPS ex. Amortization	<u>\$ 5.42</u>	<u>\$ 5.63</u>

(a) Represents costs related to the acquisition of Health Wright Products, primarily consulting and legal fees, offset in part by earn out adjustments.

- (b) Represents costs related to the impairment of goodwill in the Health & Biosciences reporting unit.
- (c) Represents costs related to the impairment of intangible and fixed assets of an asset group that operates primarily in Russia.
- (d) Represents shareholder activist related costs, primarily professional fees.
- (e) Represents costs, including establishment of deferred tax liabilities, related to the Company's sales and planned sales of businesses, primarily legal and professional fees.
- (f) Represents costs related to severance, including accelerated stock compensation expense, for certain employees and executives who have been separated or will separate from the Company.
- (g) Represents costs related to the Company's strategic assessment and business portfolio optimization efforts, primarily consulting fees.
- (h) Represents costs related to the Company's efforts of restructuring the Global Shared Services Centers, primarily consulting fees.
- (i) Represents catch-up of net pension income from prior periods that had been excluded from their respective periods.
- (j) Represents pension settlement charges incurred in one of the Company's UK pension plans.
- (k) Represents transaction-related costs and expenses related to the acquisition of Frutarom, primarily includes earn-out payments, net of adjustments.
- (l) Represents transaction costs and expenses related to the transaction with N&B, primarily legal and professional fees.
- (m) Represents costs related to integration activities since 2018, primarily for Frutarom and N&B. For 2022, represents costs primarily related to external consulting fees and internal integration costs, including salaries of individuals who are fully dedicated to integration efforts. For 2021, represents costs primarily related to performance stock awards and consulting fees for advisory services.
- (n) Represents the adjustment to EPS related to the excess of the redemption value of certain redeemable non-controlling interests over their existing carrying value.
- (o) 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.
- (p) For 2022, net loss is increased by income attributable to non-controlling interest of \$7 million. For 2021, net income is reduced by income attributable to non-controlling interest of \$9 million.
- (q) 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 Loss

<i>(DOLLARS IN MILLIONS)</i>	Year Ended December 31, 2022
Net loss	\$ (1,871)
Interest expense	336
Income taxes	239
Depreciation and amortization	1,179
Specified items ⁽¹⁾	2,605
Non-cash items ⁽²⁾	35
Credit Adjusted EBITDA	\$ 2,523

- (1) Specified items for the 12 months ended December 31, 2022 of \$2.605 billion, consisted of acquisition related costs, restructuring and other charges, 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 and integration related costs.
- (2) Non-cash items represent all other adjustments to reconcile net (loss) income to net cash provided by operations as presented on the Statements of Cash Flows, including gains on sale of fixed assets, gains on business disposal and stock-based compensation.

Net Debt to Total Debt

<i>(DOLLARS IN MILLIONS)</i>	December 31, 2022
Total debt ⁽¹⁾	\$ 10,987
Adjustments:	
Cash and cash equivalents ⁽²⁾	535
Net debt	\$ 10,452

- (1) Total debt used for the calculation of net debt consists of short-term debt, long-term debt, short-term finance lease obligations and long-term finance lease obligations.
- (2) Cash and cash equivalents includes approximately \$52 million currently in Assets held for sale on the Consolidated Balance Sheets.

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,	
	2022	2021	2022	2021
Net Sales				
Nourish ⁽¹⁾	\$ 1,577	\$ 1,626	\$ 6,829	\$ 6,458
Health & Biosciences ⁽²⁾	486	538	2,281	2,302
Scent	545	555	2,301	2,254
Pharma Solutions	221	204	971	880
Consolidated	\$ 2,829	\$ 2,923	\$ 12,382	\$ 11,894
Segment Adjusted Operating EBITDA				
Nourish ⁽¹⁾	\$ 195	\$ 252	\$ 1,176	\$ 1,202
Health & Biosciences ⁽²⁾	120	147	633	667
Scent	95	88	423	463
Pharma Solutions	30	34	222	182
Total	440	521	2,454	2,514
Depreciation & Amortization	(282)	(295)	(1,179)	(1,156)
Interest Expense	(104)	(73)	(336)	(289)
Other (expense) income, net	(6)	14	37	58
Acquisition Related Costs	6	—	4	—
Restructuring and Other Charges	(7)	(7)	(12)	(41)
Gains on Sale of Fixed Assets	1	—	3	1
Impairment of Goodwill	—	—	(2,250)	—
Impairment of Long-Lived Assets	—	—	(120)	—
Shareholder Activism Related Costs	—	—	(3)	(7)
Business Divestiture Costs	(19)	(21)	(110)	(42)
Employee Separation Costs	(7)	(1)	(11)	(29)
Strategic Initiative Costs	(3)	—	(3)	—
Global Shared Services Implementation Costs	(4)	—	(5)	—
Frutarom Acquisition Related Costs	—	(2)	(1)	(2)
Compliance Review & Legal Defense Costs	—	—	—	—
N&B Inventory Step-Up Costs	—	(5)	—	(368)
N&B Transaction Related Costs	—	—	—	(91)
Integration Related Costs	(21)	(25)	(94)	(105)
Impact of Business Divestitures ⁽³⁾	—	8	—	18
Impact of Business Acquisitions ⁽⁴⁾	1	—	1	—
Impact of Merger with N&B ⁽⁵⁾	—	—	—	(107)
(Loss) Income Before Taxes	\$ (5)	\$ 114	\$ (1,625)	\$ 354
Segment Adjusted Operating EBITDA Margin				
Nourish	12.4 %	15.5 %	17.2 %	18.6 %
Health & Biosciences	24.7 %	27.3 %	27.8 %	29.0 %
Scent	17.4 %	15.9 %	18.4 %	20.5 %
Pharma Solutions	13.6 %	16.7 %	22.9 %	20.7 %
Consolidated	15.6 %	17.8 %	19.8 %	21.1 %

- (1) Nourish sales and segment adjusted operating EBITDA information for the fourth quarter and year ended December 31, 2021 exclude the results of the Fruit Preparation business to present fully comparable scenarios of the Company due to divestiture of the business in the fourth quarter of 2021. As a result, there is no impact of the Fruit Preparation business for the 2022 period.
- (2) Health & Biosciences sales and segment adjusted operating EBITDA information for the fourth quarter and year ended December 31, 2022 exclude the results of Health Wright Products and for the fourth quarter and year ended December 31, 2021 exclude the results of the Microbial Control business unit to present fully comparable scenarios of the Company as the acquisition of Health Wright Products was completed on April 1, 2022 and the divestiture of the Microbial Control business unit was completed on July 1, 2022. As a result, there was no impact from Health Wright Products and the Microbial Control business unit for the 2021 and 2022 periods, respectively.
- (3) Information related to the amounts exclude the results of the Fruit Preparation business and Microbial Control business unit to present fully comparable scenarios of the Company due to divestiture of the businesses in the fourth quarter of 2021 and third quarter of 2022, respectively.
- (4) Information related to the amounts exclude the results of Health Wright Products to present fully comparable scenarios of the Company as the acquisition of Health Wright Products was completed on April 1, 2022.
- (5) Information related to the amounts included from merger with N&B was received directly from DuPont and management believes such information is reliable. DuPont has not provided the underlying adjustments for the amounts included, but based on management's review of financial statement and other scheduled information provided, we believe the amounts reflected are reasonable. For the year ended December 31, 2021, amounts include N&B results for January 2021 to reflect the same period N&B is included in IFF results in 2022.

The pro forma historical segment information has been presented for informational purposes only and is not necessarily indicative of what IFF's results of operations actually would have been, had the N&B transaction occurred on the date indicated below. In addition, the pro forma historical segment information does not purport to project the future operating results of the Company, shown below:

(DOLLARS IN MILLIONS)

	January 2021	
	Pro Forma Sales	Pro Forma Adjusted Operating EBITDA
Nourish	\$ 247	\$ 37
Health & Biosciences	189	53
Scent	—	—
Pharma Solutions	71	17

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

<u>Q4 Nourish</u>	Sales	Segment Adjusted Operating EBITDA	Segment Adjusted Operating EBITDA Margin
% Change - Reported	(3)%	(22)%	(3.0)%
Portfolio Impact	0%	0%	(0.1)%
% Change - Comparable	(3)%	(23)%	(3.1)%
Currency Impact	7%	12%	0.9%
% Change - Currency Neutral	4%	(11)%	(2.2)%

<u>Q4 Health & Biosciences</u>	Sales	Segment Adjusted Operating EBITDA	Segment Adjusted Operating EBITDA Margin
% Change - Reported	(22)%	(22)%	0.1%
Portfolio Impact	13%	4%	(2.7)%
% Change - Comparable	(10)%	(18)%	(2.6)%
Currency Impact	7%	7%	0.3%
% Change - Currency Neutral	(3)%	(11)%	(2.3)%

<u>Q4 Scent</u>	Sales	Segment Adjusted Operating EBITDA	Segment Adjusted Operating EBITDA Margin
% Change - Reported	(2)%	8%	1.5%
Portfolio Impact	0%	0%	0.0%
% Change - Comparable	(2)%	8%	1.5%
Currency Impact	8%	17%	1.4%
% Change - Currency Neutral	6%	25%	2.9%

<u>Q4 Pharma Solutions</u>	Sales	Segment Adjusted Operating EBITDA	Segment Adjusted Operating EBITDA Margin
% Change - Reported	8%	(12)%	(3.1)%
Portfolio Impact	0%	0%	0.0%
% Change - Comparable	8%	(12)%	(3.1)%
Currency Impact	7%	2%	(0.4)%
% Change - Currency Neutral	15%	(10)%	(3.5)%

<u>Q4 Consolidated</u>	Sales	Adjusted Operating EBITDA	Adjusted Operating EBITDA Margin
% Change - Reported	(6)%	(17)%	(2.0)%
Portfolio Impact	3%	1%	(0.2)%
% Change - Comparable	(3)%	(16)%	(2.2)%
Currency Impact	7%	11%	0.7%
% Change - Currency Neutral	4%	(5)%	(1.5)%

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

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(Unaudited)

<u>YTD Nourish</u>	Sales	Segment Adjusted Operating EBITDA	Segment Adjusted Operating EBITDA Margin
% Change - Reported	9%	0%	(1.5)%
Portfolio Impact	(3)%	(3)%	0.1%
% Change - Comparable	6%	(2)%	(1.4)%
Currency Impact	5%	7%	0.3%
% Change - Currency Neutral	11%	5%	(1.1)%

<u>YTD Health & Biosciences</u>	Sales	Segment Adjusted Operating EBITDA	Segment Adjusted Operating EBITDA Margin
% Change - Reported	0%	1%	0.3%
Portfolio Impact	(1)%	(7)%	(1.5)%
% Change - Comparable	(1)%	(5)%	(1.2)%
Currency Impact	5%	4%	(0.2)%
% Change - Currency Neutral	4%	(1)%	(1.4)%

<u>YTD Scent</u>	Sales	Segment Adjusted Operating EBITDA	Segment Adjusted Operating EBITDA Margin
% Change - Reported	2%	(9)%	(2.1)%
Portfolio Impact	0%	0%	0.0%
% Change - Comparable	2%	(9)%	(2.1)%
Currency Impact	6%	10%	0.8%
% Change - Currency Neutral	8%	1%	(1.3)%

<u>YTD Pharma Solutions</u>	Sales	Segment Adjusted Operating EBITDA	Segment Adjusted Operating EBITDA Margin
% Change - Reported	20%	35%	2.5%
Portfolio Impact	(10)%	(13)%	(0.3)%
% Change - Comparable	10%	22%	2.2%
Currency Impact	5%	3%	(0.5)%
% Change - Currency Neutral	15%	25%	1.7%

<u>YTD Consolidated</u>	Sales	Adjusted Operating EBITDA	Adjusted Operating EBITDA Margin
% Change - Reported	7%	1%	(1.1)%
Portfolio Impact	(3)%	(4)%	(0.2)%
% Change - Comparable	4%	(2)%	(1.3)%
Currency Impact	5%	6%	0.3%
% Change - Currency Neutral	9%	4%	(1.0)%

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