DO MORE GOOD
CAUTIONARY STATEMENT

This presentation contains a number of forward-looking statements. Words, and variations of words, such as “will,” “expect,” “may,” “believe,” “plan” and similar expressions are intended to identify our forward-looking statements, including, but not limited to, statements about our long-term environmental, social and governance (ESG) targets and goals.

These forward-looking statements are subject to a number of risks and uncertainties, many of which are beyond our control, including those set forth in our risk factors, as they may be amended from time to time, in our filings with the SEC, including our most recently filed Annual Report on Form 10-K and Quarterly Report on Form 10-Q. IFF disclaims and does not undertake any obligation to update or revise any forward-looking statement in this presentation, except as required by applicable law or regulation.
AGENDA

Purpose & Strategy
Sustainability Journey
ESG Overview & Performance
Looking Ahead
Q&A
OUR PURPOSE
To redefine how we live in and care for the resources of our world
VISION 2021
STRATEGY

SUSTAINABILITY
IS FOUNDATIONAL
TO OUR SUCCESS
SUSTAINABILITY STRATEGY

Delivering value through a triple bottom line approach

AMBITION
INDUSTRY LEADER IN SUSTAINABILITY

FOCUS ON CUSTOMER
PURPOSE & VALUE CREATION

ENVIRONMENTAL FOOTPRINT
RESPONSIBLE SOURCING
SUSTAINABLE INNOVATION
PEOPLE & COMMUNITIES

REDUCING CARBON, CONSERVING WATER & ELIMINATING WASTE
ACCELERATING ETHICAL STANDARDS IN OUR SUPPLY CHAIN
DRIVING CIRCULAR DESIGN PRINCIPLES
BUILDING A DIVERSE, INCLUSIVE AND SAFE CULTURE
DEFINING ESG AT IFF
Focused on embedding sustainability throughout our business

ENVIRONMENTAL
Climate Change & Emissions
Water Scarcity
Energy & Waste Management
Biodiversity / Deforestation
Circular Product Design

GOVERNANCE
Corporate Governance
Ethics & Transparency
Risk Management & Compliance
Data Security
Product Safety & Stewardship

SOCIAL
Consumer Health & Wellness
Human Rights / Labor Practices
Responsible Sourcing
Workforce Health & Safety
Diversity & Inclusion
Employee & Community Engagement
THIRD-PARTY VALIDATION OF OUR ESG EFFORTS

Achieving significant & broad-based improvement since program inception

**RATINGS**

- **SUSTAINALYTICS**
  - ESG Score: 79 (Leader)
  - 6 / 127 Chemicals industry
  - Produced by Sustainalytics as of December 17, 2019

- **MSCI**
  - ESG Ratings: AA
  - CCC | B | BB | BBB | A | AA | AAA
  - Produced by MSCI ESG Research as of June 26, 2020

- **Bloomberg**
  - ESG Disclosure: 62.8
  - Source: Bloomberg Finance L.P.

**RANKINGS**

- **SAM**
  - Sustainability Award Industry mover 2019

- **Euronext**
  - Vigeo Eiris

- **FTSE4Good**

- **BARRON'S**

**PARTNERS**

- **UK Global Compact**

- **wbcSD**

- **Sustainable Development Goals**

- **Together for Sustainability**

- **Certified Sustainable Palm™**
## ENVIRONMENTAL FOOTPRINT

Executing on our 2020 objectives and on track to achieve 2025 ambitions

<table>
<thead>
<tr>
<th>COMMITMENTS</th>
<th>OUR GOALS</th>
<th>OUR PROGRESS†</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BUSINESS AMBITION FOR 1.5°C</strong></td>
<td>Reduce GHG emissions intensity by 25%*</td>
<td>-39.4% ✔</td>
</tr>
<tr>
<td><strong>CEO WATER MANDATE</strong></td>
<td>Reduce water use intensity by 50%*</td>
<td>-66.6% ✔</td>
</tr>
<tr>
<td><strong>SCIENCE BASED TARGETS</strong></td>
<td>Reduce hazardous waste intensity by 25%*</td>
<td>-48.5% ✔</td>
</tr>
<tr>
<td><strong>WE ARE STILL IN</strong></td>
<td>Reduce energy intensity by 20%*</td>
<td>-15.6% ❌</td>
</tr>
<tr>
<td><strong>RE 100</strong></td>
<td>SBTi Reduce Absolute GHGs by 30%**</td>
<td>-19.5% ❌</td>
</tr>
<tr>
<td></td>
<td>Increase renewable electricity to 75%**</td>
<td>49.6% ❌</td>
</tr>
</tbody>
</table>

*2020 goal with a 2010 baseline | **2025 goal with a 2015 baseline | † Legacy IFF
RESPONSIBLE SOURCING
Accelerating ethical standards to ensure a resilient supply chain

SYSTEMS & PARTNERS
- 75%* of supplier spend assessed through EcoVadis or Sedex
- Scope 3 emission reductions through CDP Supply Chain

CERTIFICATIONS
- 9 supply chains certified For Life
- 90 natural extracts certified vegan
- 100%* RSPO-certified products by 2020

KEY MATERIALS
Community programs support resiliency, e.g., vetiver (Haiti) and patchouli (Indonesia)
- Blockchain technology increases ingredient traceability, e.g., vanilla (Madagascar)

* Legacy IFF
First fine fragrance collection to be EWG Verified™ and Cradle to Cradle Certified™

Upcycled powders derived from food-loss streams that would otherwise be wasted
PEOPLE & COMMUNITIES
Building a diverse, inclusive & safe culture for our 13,600+ people

GENDER EQUALITY*
- 38% female employees
- 33.3% female Board members
- 2% pay gap in favor of women in the U.S. (EDGE certified)

SAFETY*
- Annual lost time incidents: 0.53 per 100 employees and supervised contractors
- Governance: Comprehensive policies and procedures
- Training: Extensive systems and shared best practices
- Culture: Supporting awareness and communication

DIVERSITY & INCLUSION*
- 33.5% minority** employees (U.S.)
- 16.7% minority** Board members
- 100% on Human Rights Campaign’s Corporate Equality Index

* As of December 31, 2019, combined company | ** Based on U.S. government reporting EEO data
SUSTAINABILITY STRATEGY RECAP
Doing More Good while creating shareholder value

**DRIVE GROWTH**
- $2B of commercial engagement
- Defend, maintain and win core list
- Industry firsts – Henry Rose

**CUT COSTS**
- Eco-savings from utilities
- Affordable solar & wind power
- Good ROI on projects

**REDUCE RISKS**
- Reduce supplier risk – Eco Vadis
- Reduce ingredient risk – For Life
- Responsible hero ingredients, e.g. patchouli, vanilla, etc.

**ENHANCE BRAND**
- Employee attraction & retention
- Stakeholder confidence
- Barron’s, Euronext, FTSE4Good, Diversity Inc., etc.
LOOKING AHEAD

“NEW NORMAL” AND “BUILDING BACK BETTER”

PLANNING THE FUTURE OF WORK

INCREASING TRANSPARENCY & DISCLOSURES

CONTINUING OUR SUSTAINABILITY JOURNEY AS WE EVOLVE AS A COMPANY
DO MORE GOOD