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Second Quarter 2024 Earnings Conference Call

August 7, 2024



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 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, including the progress and success of our portfolio optimization strategy (including the sale process for our Pharma Solutions business), 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; 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 2024, 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 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 2024; 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 ratings and ability to return capital to its shareholders; (2) our ability to successfully execute the next phase of our strategic transformation; (3) our ability to declare and pay dividends which is subject to certain considerations; (4) the impact of the outcomes of legal claims, disputes, regulatory investigations and litigation; (5) inflationary trends, including in the price of our input costs, such as raw materials, transportation and energy; (6) supply chain disruptions, geopolitical developments, including the Russia-Ukraine war, the Israel-Hamas war and wider Middle East developments (including disruptions to the Red Sea passage) or climate-change related events (including severe weather events) that may affect our suppliers or procurement of raw materials; (7) our ability to attract and retain key employees, and manage turnover of top executives; (8) our ability to successfully market to our expanded and diverse customer base; (9) our ability to effectively compete in our market and develop and introduce new products that meet customers’ needs; (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 international conflicts (such as the Russia-Ukraine war and the Israel-Hamas war), geopolitical events, trade wars, natural disasters (such as the COVID-19 pandemic), public health crises, terrorist acts, labor strikes, political or economic crises (such as the uncertainty related to U.S. government funding negotiations), 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) 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) the impact of global economic uncertainty (including increased inflation) on demand for consumer products; (18) our ability to integrate the N&B Business and realize anticipated synergies, among other benefits; (19) 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; (20) our ability to meet increasing customer, consumer, shareholder and regulatory focus on sustainability; (21) our ability to successfully manage our working capital and inventory balances; (22) any impairment on our tangible or intangible long-lived assets; (23) our ability to enter into or close strategic transactions or divestments, or successfully establish and manage acquisitions, collaborations, joint ventures or partnerships; (24) changes in market conditions or governmental regulations relating to our pension and postretirement obligations; (25) the impact of the phase out of the London Interbank Offered Rate (“LIBOR”) on our variable rate interest expense; (26) 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; (27) defects, quality issues (including product recalls), inadequate disclosure or misuse with respect to the products and capabilities; (28) our ability to comply with, and the costs associated with compliance with, U.S. and foreign environmental protection laws; (29) 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 laws and regulations in the jurisdictions in which we operate or ethical business practices and related laws and regulations; (30) our ability to protect our intellectual property rights; (31) the impact of changes in federal, state, local and international tax legislation or policies and adverse results of tax audits, assessments, or disputes; (32) the impact of any tax liability resulting from the N&B Transaction; and (33) 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, 2024 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 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, interest expense, other (expense) income, 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, acquisition, divestiture and integration costs, strategic initiatives 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, divestiture and integration costs, (gains) losses on business disposals, loss on assets classified as held for sale, gain on China facility relocation, strategic initiatives costs, regulatory costs 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.

Comparable results for the second quarter exclude 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 acquisition, divestiture and integration related costs, gains (losses) on business disposals, and regulatory costs.

TODAY'S SPEAKERS



Erik Fyrwald

Chief Executive Officer



Glenn Richter

Executive Vice President,
Chief Financial & Business
Transformation Officer



Michael DeVeau

Senior Vice President,
Corporate Finance &
Investor Relations

AGENDA

Executive Summary

Q2 2024 Review

2024 Outlook

Q&A



Q2 2024

EXECUTIVE SUMMARY

- Pleased with performance through 1H 2024; Marked improvement from prior year lows, yet more work to achieve full potential
- Achieved high-single digit volume growth led by Scent, H&B and Nourish, with strong performances in Flavors & Functional Ingredients
- Delivered double-digit comparable adjusted operating EBITDA¹ growth driven primarily by volume growth and productivity gains
- Given performance to date and our cautiously optimistic outlook for the remainder of the year, we are raising both sales and adjusted operating EBITDA guidance for the full year
- Strong progress advancing our business-led strategy refresh

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

MAXIMIZING SHAREHOLDER VALUE STRATEGY FRAMEWORK



Our Business-Led Operating Model Will

Enhance collaboration across organizations where it helps win with customers and drive efficiencies

Simplify how we operate to improve speed, agility, and quality of decisions

Drive empowerment and development opportunities for our people

Deliver superior shareholder outcomes

Q2 2024

CONSOLIDATED RESULTS

In millions / % of sales	2023	2024	Reported % Δ	Comparable Adjusted % $\Delta^{1\ 2}$
Revenue ²	\$2,929	\$2,889	(1)%	7% ³
Adjusted Operating EBITDA ¹	\$510	\$588	15%	22%
Adjusted Operating EBITDA Margin ¹	17.4%	20.4%	+300 bps	+310 bps

Comparable currency neutral sales^{1\ 2} increased 7% led by growth in Scent, H&B and Nourish

Volume performance continued to improve sequentially across nearly all businesses and grew high-single digits

Pricing was modestly down for the quarter

Comparable adjusted operating EBITDA^{1\ 2} grew 22% driven primarily by volume growth & strong productivity gains

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

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

³ On a comparable currency neutral basis

Q2 2024

SEGMENT PERFORMANCE

	NET SALES (Comparable currency neutral vs. 2Q 23) ^{1 2}	ADJUSTED OPERATING EBITDA ¹ (Comparable adjusted vs. 2Q 23) ^{1 2}	SEGMENT HIGHLIGHTS
 Nourish	\$1.5 billion +4%	\$232 million +36%	<ul style="list-style-type: none"> Delivered double-digit growth in Flavors, with balanced volume & pricing contributions; Functional Ingredients sales declined modestly as pricing offset high-single digit volume improvement Profitability driven by volume, productivity & LBK write-down in Q2 2023
 Health & Biosciences	\$558 million +9%	\$165 million +14%	<ul style="list-style-type: none"> Achieved strong growth in all businesses; Health returned to growth led by a strong performance in probiotics Volume growth & productivity gains driving profit performance
 Scent	\$603 million +16%	\$137 million +38%	<ul style="list-style-type: none"> Delivered double-digit growth in Consumer Fragrance & Fragrance Ingredients; Fine Fragrance grew mid-single digits Strong profit growth driven primarily by volume & productivity gains
 Pharma Solutions	\$250 million 0%	\$54 million (19)%	<ul style="list-style-type: none"> Return to volume growth was offset by modestly lower pricing Profitability declined according to plan as volume growth & productivity were more than offset by unfavorable mix and one-time items

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

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

Q2 2024

CASH FLOW & LEVERAGE

Cash Flow

Cash flow from operations totaled \$336 million

Capex YTD was \$200 million or ~3.5% of sales

Free cash flow¹ of \$136 million

Dividends paid were \$309 million

Leverage

Cash and cash equivalents finished at \$674 million, which includes \$3 million currently in assets held for sale

Gross debt totaled \$9,404 million

Trailing 12-month credit adjusted EBITDA² totaled \$2,195 million

Net debt to credit adjusted EBITDA² was 4.0x

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 2024

CONSOLIDATED OUTLOOK

In millions or as % of sales	FY 2024 ¹ Previous	FY 2024 ¹ Revised
Revenue	\$10.8B – \$11.1B	\$11.1B – \$11.3B
<i>Volume Δ</i>	0% – 3%	3%- 5%
<i>Price Δ</i>	~1%	~1%
<i>FX impact</i>	(3)% – (4)%	(3)% – (4)%
Adjusted operating EBITDA^{1 2}	\$1.9B – \$2.1B	\$2.1B – \$2.17B

Given our performance to date & cautiously optimistic outlook for the remainder of the year, raising both sales and adjusted operating EBITDA guidance ranges

Volume now expected to be between 3-5%; Pricing contribution still expected to be ~1% inclusive of FX-related pricing actions in emerging markets

Maintaining strong cost discipline and driving accelerated productivity while reinvesting in the business for sustainable long-term profitable growth

Continue to expect foreign exchange to impact results (3)% to (4)% reflecting emerging market currency movements

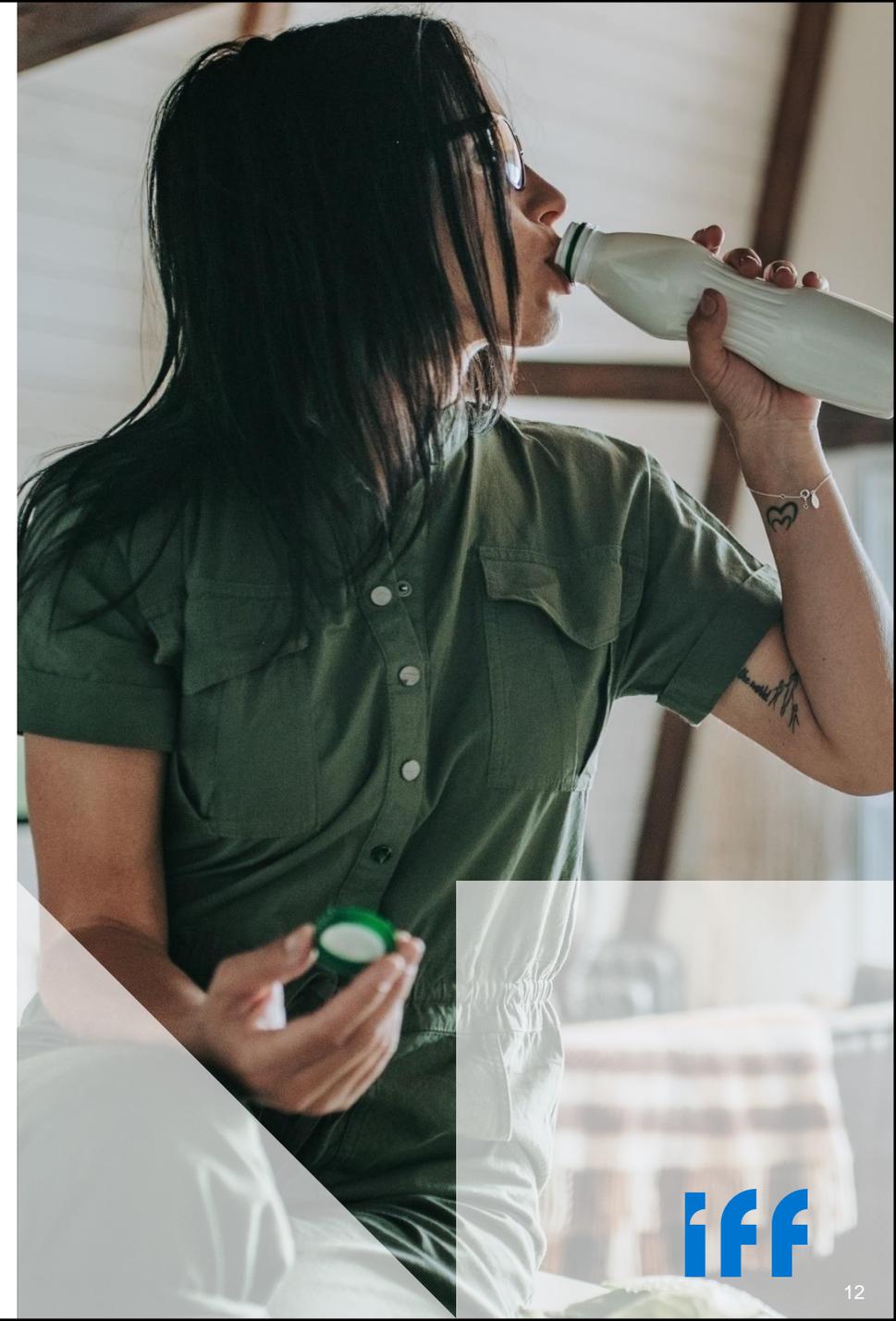
¹ Non-GAAP metric; please see Non-GAAP disclosures at ir.iff.com

² 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 current market foreign exchange rates

SUMMARY

- Pleased with the strong top & bottom-line results in 1H 2024
- Represents a marked improvement over our prior year lows, yet more work to achieve full potential
- Raising both sales and adjusted operating EBITDA guidance given performance to date & cautiously optimistic outlook for the remainder of the year
- Strong progress made on new business-led operating model, operating philosophy & strategy refresh; Global team energized and empowered to help our customers differentiate and win in the marketplace
- Remain intently focused on executing on our near-term operational priorities to strengthen our company now via investment and to deliver sustainable profitable growth in the future



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& creativity meet