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& creativity meet

FOURTH QUARTER & FULL YEAR 2023 EARNINGS CONFERENCE CALL

February 21, 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 the expected impact of global supply chain challenges; 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; 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; expectations around our business divestitures and the progress of our portfolio optimization strategy (including the sale process for our Cosmetic Ingredients business), through non-core business divestitures and acquisitions; 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 in 2024; 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 war, the Israel-Hamas war, or climate change related events (including severe weather events) that may affect our suppliers or procurement of raw materials; (3) our ability to successfully execute the next phase of our strategic transformation; (4) risks related to the integration of the N&B business, including whether we will realize the benefits anticipated from the merger in the expected time frame; (5) our substantial amount of indebtedness and its impact on our liquidity, credit ratings and ability to return capital to our shareholders; (6) our ability to enter into or close strategic transactions or divestments or successfully establish and manage acquisitions, collaborations, joint ventures or partnerships; (7) our ability to successfully market to our expanded and diverse customer base; (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) the impact of global health crises, such as the COVID-19 pandemic, on our supply chains, global operations, our customers and our suppliers; (13) disruption in the development, manufacture, distribution or sale of our products from natural disasters, public health crises, international conflicts (such as the Russia-Ukraine war and the Israel-Hamas war), terrorist acts, labor strikes, political or economic crises (such as the uncertainty related to protracted U.S. federal debt ceiling negotiations), accidents and similar events; (14) volatility and increases in the price of raw materials, energy and transportation; (15) 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; (16) 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; (17) our ability to meet increasing customer, consumer, shareholder and regulatory focus on sustainability; (18) defects, quality issues (including product recalls), inadequate disclosure or misuse with respect to the products and capabilities; (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 benefit from our investments and expansion in emerging markets; (21) the impact of currency fluctuations or devaluations in the principal foreign markets in which we operate; (22) economic, regulatory and political risks associated with our international operations; (23) the impact of global economic uncertainty (including increased inflation) on demand for consumer products; (24) our ability to comply with, and the costs associated with compliance with, U.S. and foreign environmental protection laws; (25) our ability to successfully manage our working capital and inventory balances; (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 laws and regulations in the jurisdictions in which we operate or ethical business practices and related laws and regulations; (27) any impairment on our tangible or intangible long lived assets, including goodwill associated with the N&B merger and the acquisition of Frutarom; (28) our ability to protect our intellectual property rights; (29) the impact of the outcomes of legal claims, disputes, regulatory investigations and litigation, related to intellectual property, product liability, competition and antitrust, environmental matters, indirect taxes or other matters; (30) changes in market conditions or governmental regulations relating to our pension and postretirement obligations; (31) 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; (32) the impact of the United Kingdom’s departure from the European Union; (33) the impact of the phase out of the London Interbank Offered Rate (LIBOR) on interest expense; and (34) the impact of any tax liability resulting from the N&B Transaction; and (35) 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 27, 2023 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; 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 that are not part of recurring operations such as, restructuring and other charges, impairment of goodwill, impairment of long-lived assets, acquisition, divestiture, and integration related costs, strategic initiatives costs, regulatory costs, impact of business divestitures, impact of business acquisitions and other items.

Adjusted EPS ex Amortization excludes the impact of non-operational items including, restructuring and other charges, impairment of goodwill, impairment of long-lived assets, acquisition, divestiture, and integration related costs, losses (gains) on business disposals, 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 third 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

2023 Performance

2024 Outlook

Q&A



DELIVERING ON IFF COMMITMENTS

EXECUTIVE SUMMARY

- Thrilled to be joining IFF at such an important & dynamic time for the company and the industry; Expect significant value creation ahead
- In the fourth quarter, IFF delivered solid results, including a sequential improvement in volume and double-digit comparable currency neutral adjusted operating EBITDA¹ growth
- Volumes continued to improved sequentially through 2H 2023; Delivered FY 2023 sales & adjusted operating EBITDA¹ in line with guidance range
- In context of continued macroeconomic uncertainty, targeting improved top & bottom-line performance in 2024
- Updated our quarterly dividend policy, reducing the quarterly dividend to enable faster deleveraging & provide improved financial flexibility, including the ability to make more high return growth investments

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

STRENGTHENING BALANCE SHEET

DIVIDEND POLICY UPDATE

■ Accelerating Capital Structure Improvement

- Investment grade status remains priority
- Working towards 3x net debt to credit adjusted EBITDA¹ target
- Improved cash flow and financial flexibility

■ Divestiture proceeds will be used for debt reduction

- Continue to pursue portfolio optimization strategy

■ Reducing expected quarterly dividend ~50% to \$0.40 per share

- Dividend remains important part of capital allocation framework
- Committed to providing a competitive yield
- Establishing new base dividend that can grow with EBITDA over time

Q4 2023

CONSOLIDATED RESULTS

In millions / % of sales	2022	2023	Reported % Δ	Comparable CN % Δ ^{1 2}
Revenue ²	\$2,844	\$2,703	(5)%	1%
Adjusted Operating EBITDA ¹	\$441	\$461	5%	17%
Adjusted Operating EBITDA Margin ¹	15.5%	17.1%	+160 bps	+260 bps

Comparable currency neutral sales^{1 2} increased 1% as strong growth in Scent was mitigated by volume pressure in Nourish & Pharma

Volume trends continue to improve sequentially, with improvements across nearly all businesses

Pricing remained solid, increasing low single-digits

Comparable currency neutral adjusted operating EBITDA^{1 2} grew double-digits driven by favorable net pricing & strong productivity gains

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

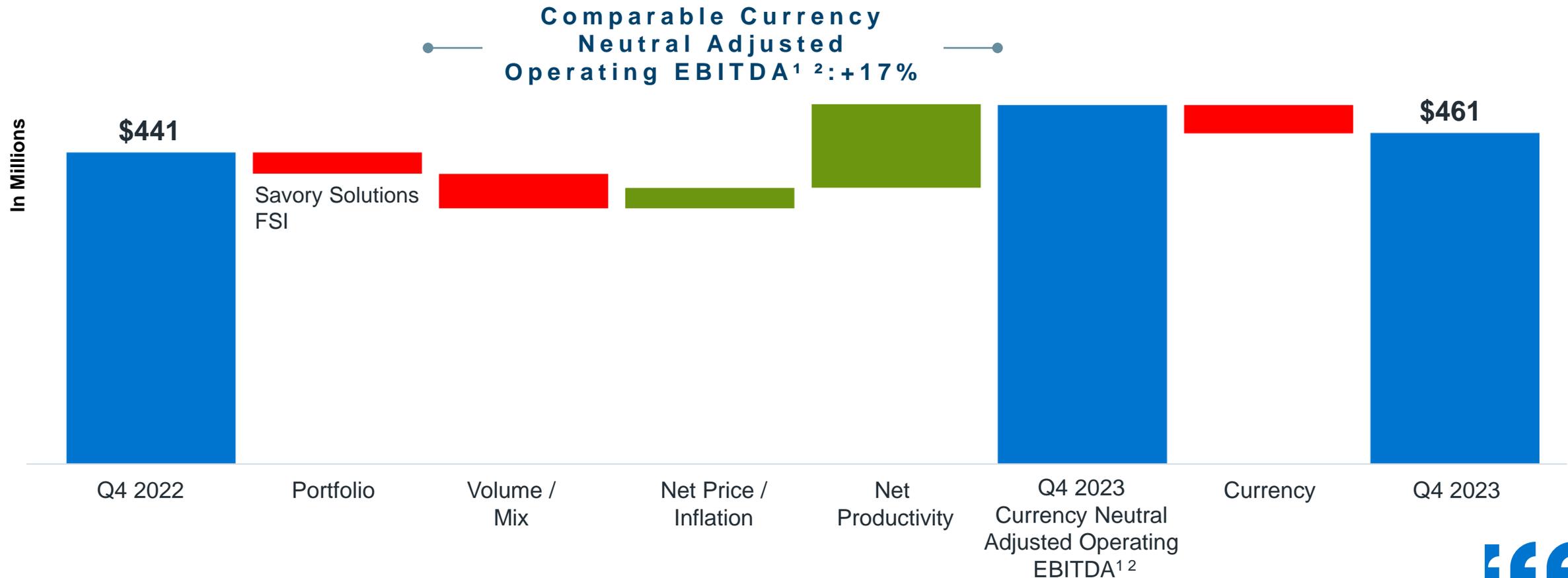


Q4 2023

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 2023

SEGMENT PERFORMANCE

	NET SALES (Comparable currency neutral vs. 4Q 22) ^{1 2}	ADJUSTED OPERATING EBITDA ¹ (Comparable currency neutral vs. 4Q 22) ^{1 2}	SEGMENT HIGHLIGHTS
 Nourish	\$1.4 billion (3)%	\$165 million +3%	<ul style="list-style-type: none"> • Strong growth in Flavors offset by softness in Functional Ingredients • Profitability improvement driven by favorable net pricing & productivity
 Health & Biosciences	\$528 million +5%	\$162 million +35%	<ul style="list-style-type: none"> • Achieved growth in most businesses, led by double-digit growth in Health • Volume growth, pricing & productivity gains driving profit performance
 Scent	\$578 million +11%	\$108 million +34%	<ul style="list-style-type: none"> • Delivered double-digit growth in Consumer & mid-single digit in Fine • Strong profit growth driven by volume, pricing & productivity gains
 Pharma Solutions	\$203 million (10)%	\$26 million (13)%	<ul style="list-style-type: none"> • Against strong year-ago period, performance impacted by destocking • Pricing & productivity gains more than offset by lower volume

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 2023

CASH FLOW & LEVERAGE

Cash Flow

Cash flow from operations totaled \$1.44 billion driven by strong improvement in inventory levels

Capex YTD was \$503 million or ~4.4% of sales

Free cash flow¹ of \$936 million

Dividends paid were \$826 million

Leverage

Cash and cash equivalents finished at \$729 million, which includes \$26 million currently in assets held for sale

Gross debt totaled \$10,096 million

Trailing 12-month credit adjusted EBITDA² totaled \$2,079 million

Net debt to credit adjusted EBITDA² was 4.5x

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
Revenue	\$10.8B – \$11.1B
<i>Volume Δ</i>	0% – 3%
<i>Price Δ</i>	~(2.5)%
<i>FX impact</i>	0% – (1)%
Adjusted operating EBITDA^{1 2}	\$1.9B – \$2.1B
<i>Comparable currency neutral adjusted operating EBITDA² Δ</i>	3% – 11%
<i>FX impact</i>	(2)% – (3)%

Sequential improvement continues, although visibility of degree and pace of recovery unclear; Cautiously optimistic on volume outlook

Pricing expected to decline, with reductions isolated in lower value categories such as Functional Ingredients & Fragrance Ingredients

Driving strong productivity to mitigate cost inflation/ incentive comp reset & business reinvestment in high return businesses

Continuing to focus on cash flow generation via improved working capital performance; Targeting strong improvement in debt leverage

All divisions targeting improved volumes, with strong improvements in profitability & margin expansion in each division

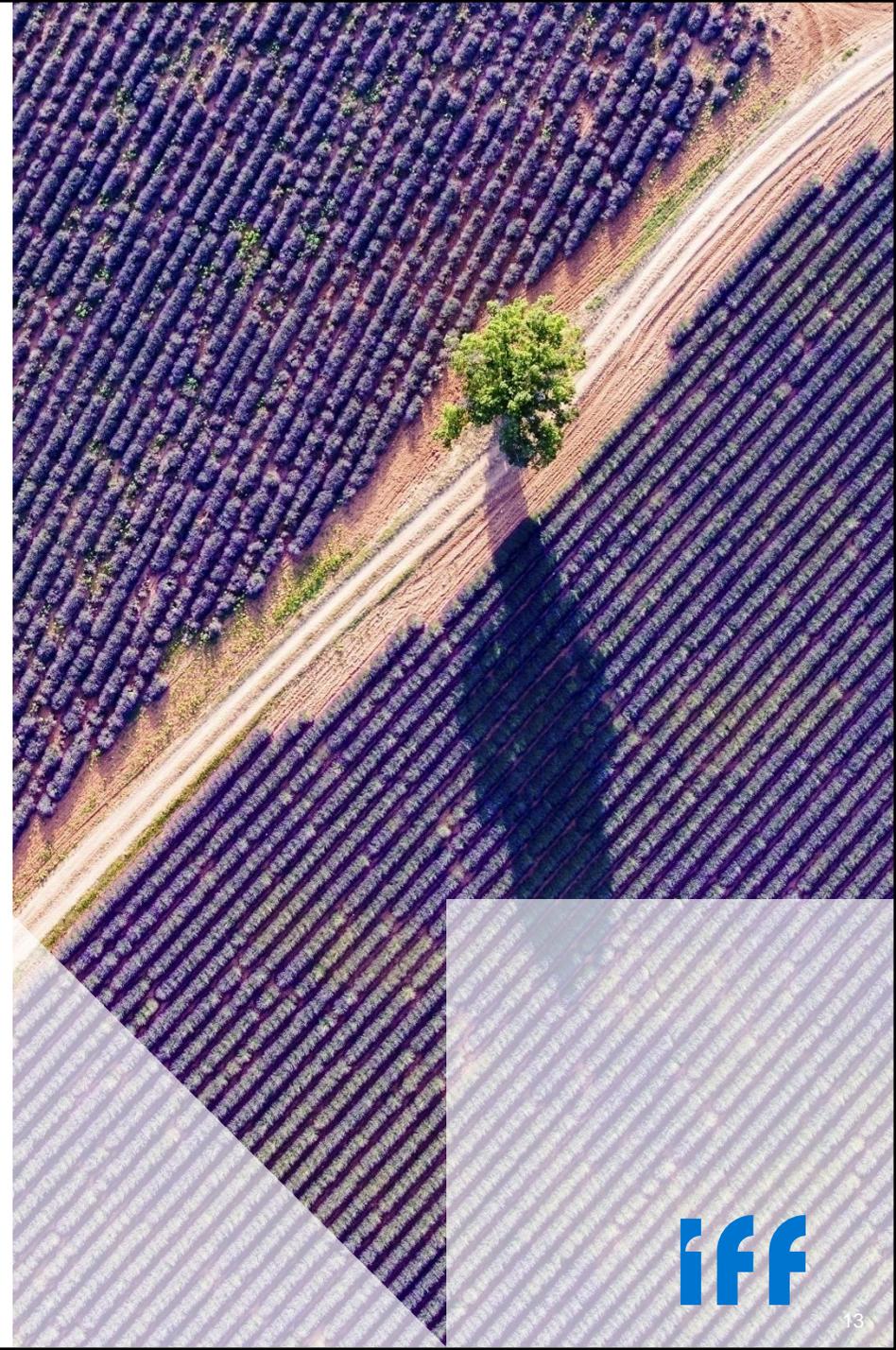
¹ Non-GAAP metric; please see Non-GAAP disclosures at ir.iff.com

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* Based on current market foreign exchange rates

SUMMARY

- Q4 2023 results were solid, with top-and-bottom-line comparable currency neutral profit growth & significant free cash flow generation
- In context of continued macroeconomic uncertainty, targeting improved top & bottom-line performance in 2024
- Updated quarterly dividend policy to enable faster deleveraging & provide improved financial flexibility, including the ability to make more high return growth investments
- Significant value creation opportunity exists; Focused on driving sustainable profitable growth via customer, innovation & productivity



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& creativity meet