

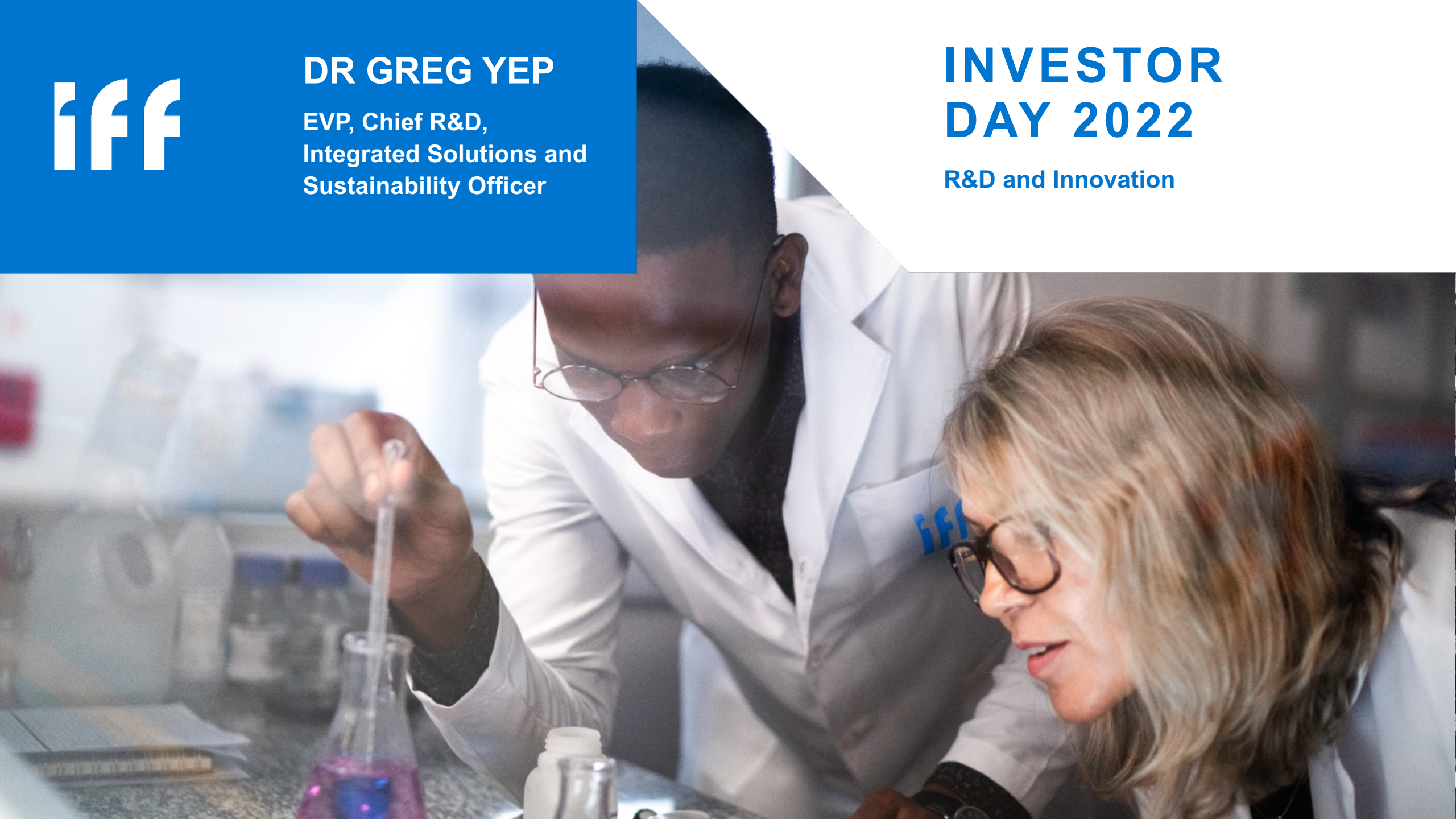


DR GREG YEP

EVP, Chief R&D,
Integrated Solutions and
Sustainability Officer

INVESTOR DAY 2022

R&D and Innovation

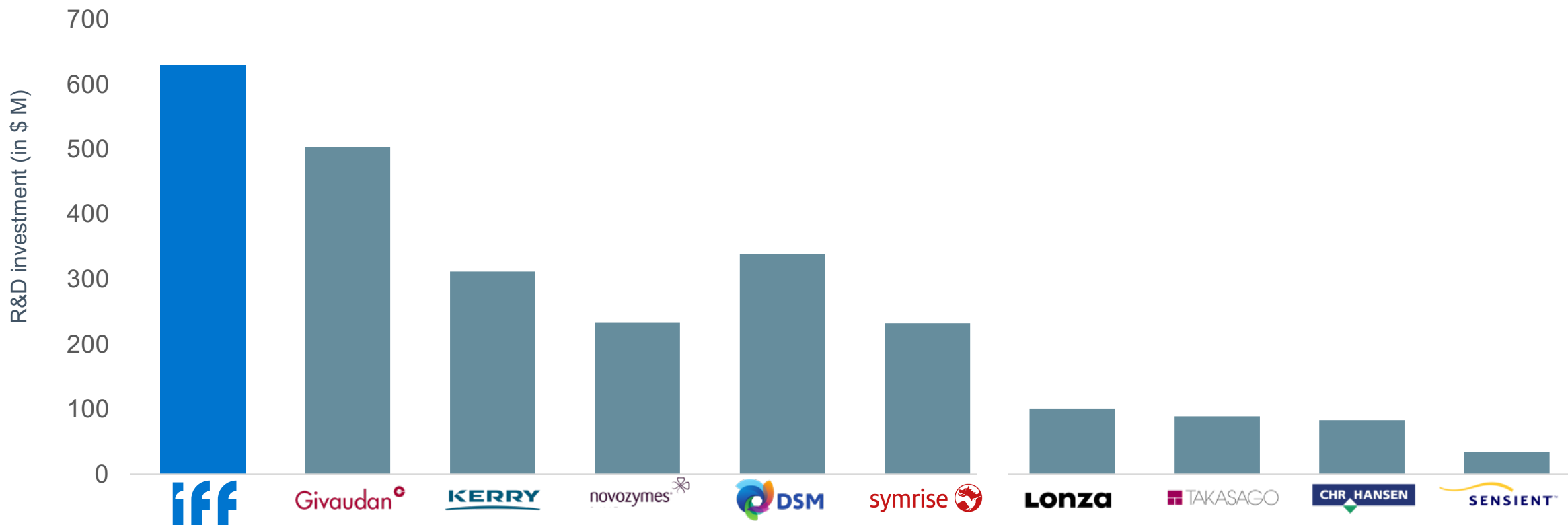


Unlock the power of science and creativity to deliver first-to-market, sustainable solutions that transform consumers' lives and experiences.



DRIVING GREATER DIFFERENTIATION THROUGH SUSTAINED R&D INVESTMENT

2021 Annual R&D Investment



BREADTH OF CAPABILITY & EXPOSURE ESTABLISHES STRONG COMPETITIVE POSITION

	Flavors	Soy Proteins	Texturant	Emulsifier	Nat. Anti-Micro	Systems	Savoury Solutions	Inclusions	Health	Culture & Food Enzymes	HPC	Animal Nutrients	Grain Process	Consumer Frag	Fine Frag	Frag Ingred	Cosmetic Actives	Pharma
iff	★	★	★	★	★	★	★	☑	★	☑	★	★	★	☑	★	★	☑	★
Givaudan	★						☑							★	★	★	☑	
KERRY	☑	☑		☑	☑	☑	☑	☑	☑	☑								☑
ADM	☑	★		☑		☑	☑		☑									
DSM Firmenich	☑				☑		☑			☑		☑		★	☑	☑		
symrise	☑						☑							☑	☑	☑	☑	
TATE & LYLE			☑			★												
Ashland			☑															★
novozymes									☑	★	★	★	★					
Corbion				☑	☑	☑												
CHR. HANSEN									★	★		☑						

★ Category Leader Position

☑ Participates in the category

WORLD-CLASS R&D TOOLKIT

STRONGEST INNOVATION PLATFORM

R&D PLATFORMS



DELIVERY
SYSTEMS



HEALTH &
WELLNESS



MODULATION



TASTE
INGREDIENTS



SCENT
INGREDIENTS



COSMETIC
ACTIVES



FUNCTIONAL
FOOD
INGREDIENTS



PRESERVATION



BIO-BASED
ACTIVES, ENZYMES
& POLYMERS



PROTEIN
SOLUTIONS

ENABLING CAPABILITIES



SENSORY & CONSUMER
SCIENCES



CLINICAL
RESEARCH



ANALYTICAL
SCIENCE



DATA SCIENCE
& AUTOMATION



MATERIAL & APPLICATION
SCIENCE



NATURAL PRODUCT
& CROP SCIENCE



PROTEIN & PATHWAY
ENGINEERING



PROCESS
ENGINEERING



MOLECULAR BIOLOGY &
GENOMICS



APPLIED
MICROBIOLOGY



CHEMICAL & BIOCHEMICAL
SYNTHESIS

CHEMISTRY, BIOLOGY, MATERIAL SCIENCE & ENGINEERING

Sustainability, Regulatory & Safety

Intellectual Property

Leadership in Biosciences

1 out of 3

probiotic
supplements
contain
IFF Probiotics

10

R&D Centers

~50%

of cold laundry wash
products contain
IFF enzymes

~7,000

Patents and
pending applications

**One of the
broadest and
largest**

biotechnology,
microbiome and
fermentation
capabilities in the
industry

30

Manufacturing
Sites

**Technology
Leadership**

within Enzymes,
Yeasts, Cultures,
Probiotics, Prebiotics,
Plant-Extracts

**Strong
innovation,
manufacturing
and sales**

global footprint

~20%

of the global beer
volume is made with
IFF enzymes

600+

Dedicated
Scientists

1 out of 5

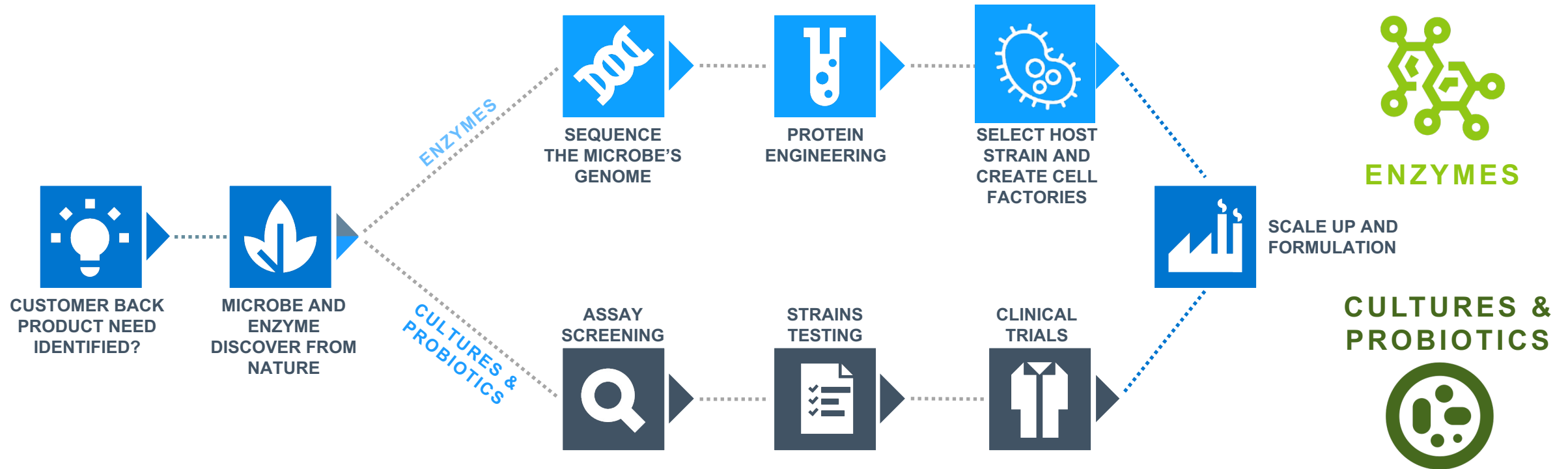
baked goods are
manufactured with
our anti-staling
enzymes

1 out of 3

yogurts globally
are made with
our cultures

UNMATCHED CAPABILITIES

LEADERSHIP IN BIOTECHNOLOGY



BEST-IN-CLASS CAPABILITIES

Discovery Screening
Process

Protein Engineering
for Enzymes

Enzyme Cell Factories –
Strain Technology

Probiotic
Clinical Trials

Industrial
Capabilities

UNPARALLELED PRODUCTION CAPABILITY

ABILITY TO SCALE BIOTECH PRODUCT

World-class capabilities to scale protein and microbe from concept-to-lab-to-production



R&D AS A KEY PARTNER AND A DRIVER OF BUSINESS STRATEGY AND SUCCESS IN IFF



DISCIPLINED APPROACH TO MAXIMIZING RETURN ON INVESTMENT



STRATEGIC ALIGNMENT

Align the R&D portfolio with the business unit strategy

- R&D portfolio mirrors the business “where to play” priorities
- Vast majority of projects within thematic domains
- Cross-functional Partnership Teams for decisions

1

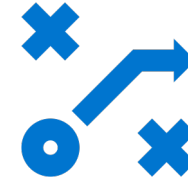


DATA-DRIVEN CHOICES

Inform choices with quantitative and qualitative performance measures

- Use of multiple lenses to support choices within “where to play” priority areas
- Comparative performance measures as provocations
- Portfolio balanced for risk, time, and reward

2



PROGRESSIVE DE-RISKING

Stage-gating to continually de-risk projects and rapid uncertainty reduction of big bets

- Reduction of risk as appropriate with level of investment
- Addressing technical, commercial, operational, regulatory, and competitive risks
- Lean innovation with “fail fast” mentality for high-uncertainty projects

3

DELIVER GROWTH THROUGH INNOVATION AND TECHNOLOGY

Continued Leadership

- Flavor and Ingredient technology
- Scent innovation
- H&B technology
- Pharma technology

Building Strength

- Drive Biotechnology
- Application Science
- Category expansion
- Acceleration with data and AI

Investing for Growth

- Digital Transformation
- Microbiome
- Crop Biologicals
- Catalog transformation palette

How we win

Sustainable solutions

Leverage novel technologies across Food, Feed, Home Care, Fragrance, and Flavors applications

Material science and delivery

Continue leadership in pharma and ingredients delivery systems

Bio- and organic synthesis

Chemistry to design novel ingredients

Biotechnology

Leverage broadest/deepest knowledge in industry and proven ability to scale

Catalog Transformation
Health & Wellness

Better For You Nutrition
Alternative Protein
Ingredients + Maskers

Probiotics
Polysaccharides
Next-gen laundry & dish enzymes

Biologics-enabling
Excipients



SUBSTANTIAL INVESTMENT IN INSIGHT

CONSUMER AND TREND INSIGHTS SHAPE THE R&D PIPELINE SHORT, MID- AND LONG-TERM

CUSTOMER
INSIGHTS



DIVISION
INSIGHTS



CONSUMER
DRIVEN



PANOPTIC



PROPRIETARY
TREND
RESEARCH

EXTERNAL
DRIVERS



ALIGNING WITH KEY GLOBAL MACRO THEMES

INNOVATION-BASED GROWTH ALIGNED WITH KEY GLOBAL MACRO THEMES

INSIGHTS

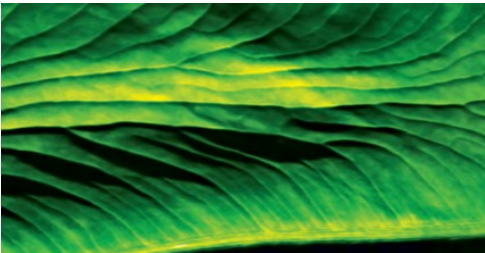


Improving Home
& Personal Care

Empowering Wellbeing
& Healthy Lives

Transforming
Food Systems

Accelerating
Climate Solutions



INSIGHT-LED
INNOVATION
GROWTH THEMES

FOUNDATIONAL
TECHNOLOGY
LEADERSHIP

BIOSCIENCES

CHEMISTRY

MATERIAL
SCIENCE

DATA
SCIENCE

APPLICATIONS
SCIENCE



SUSTAINABILITY



INSIGHT INTO OUR ROBUST & DIFFERENTIATED PIPELINE

INNOVATION EXPECTED TO DRIVE OUR FUTURE SALES GROWTH

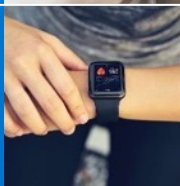
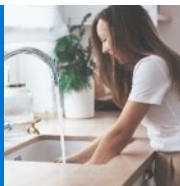
Insight-led
Growth Themes

Improving Home
& Personal Care

Empowering
Wellbeing &
Healthy Lives

Transforming
Food Systems

Accelerating
Climate
Solutions



High-value IFF
innovation **platforms**

**Biobased Actives,
Enzymes & Polymers**

**Functional Food
Ingredients**

**Flavor & Fragrance
Ingredients &
Modulators**

Health & Wellness

Delivery Systems

Yielding a strong
product pipeline

Renewable engineered
polysaccharide cleaning polymers

Consumer preferred meat-
alternative solutions & enablers

Enzymes & modulators enabling
healthy food formulation

Microbiome-based probiotics & live
biotherapeutics supporting multiple
health indications

Micro-plastic-free and
biodegradable fragrance capsules

With significant **contribution**
to profitable growth objective

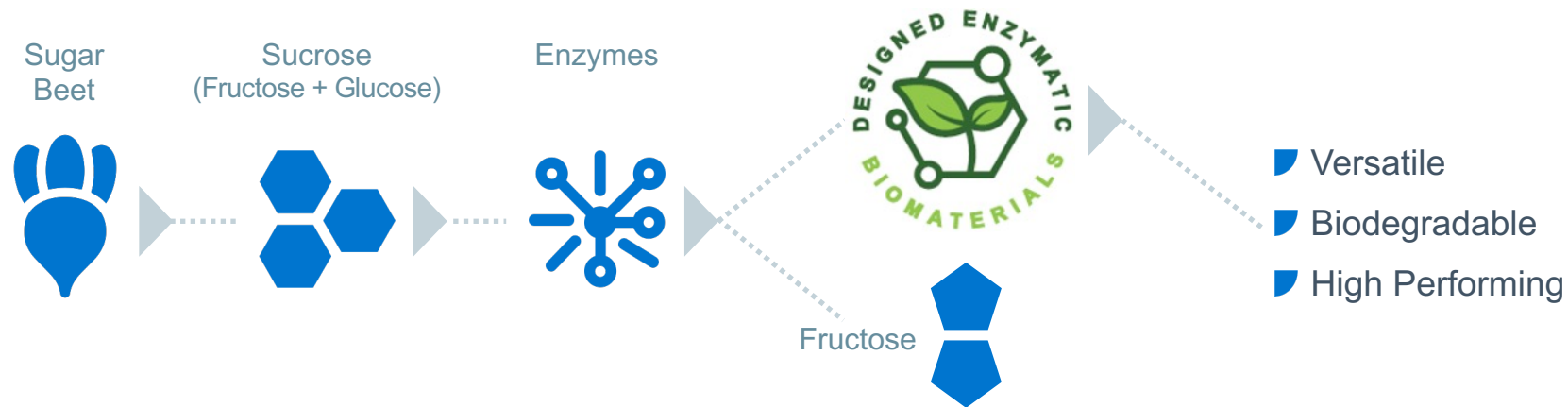
>50%

of current R&D portfolio
expected to have product
launch in 2023 & 2024

RENEWABLE POLYSACCHARIDE CLEANING POLYMERS

NEW, BIO-BASED & BIODEGRADABLE POLYMER WITH TRANSFORMATIONAL IMPACT

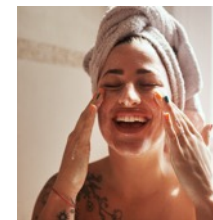
Customers are demanding breakthrough innovation that can perform and is fully sustainable



HOME CARE



FOOD & PHARMA



PERSONAL CARE



NEW APPLICATIONS

Robust pipeline at various stages of innovation, with strong interest

Targeting bio-based polymers to replace petrol-based incumbents for uses in conditioning polymers, dispersants, cleaning polymer and rheology modifiers

Unique opportunity to expand into adjacent and transformational markets

LEADING THE TRANSITION FROM ANIMAL PROTEIN TO ALTERNATIVE PROTEIN DIETS

OPPORTUNITY

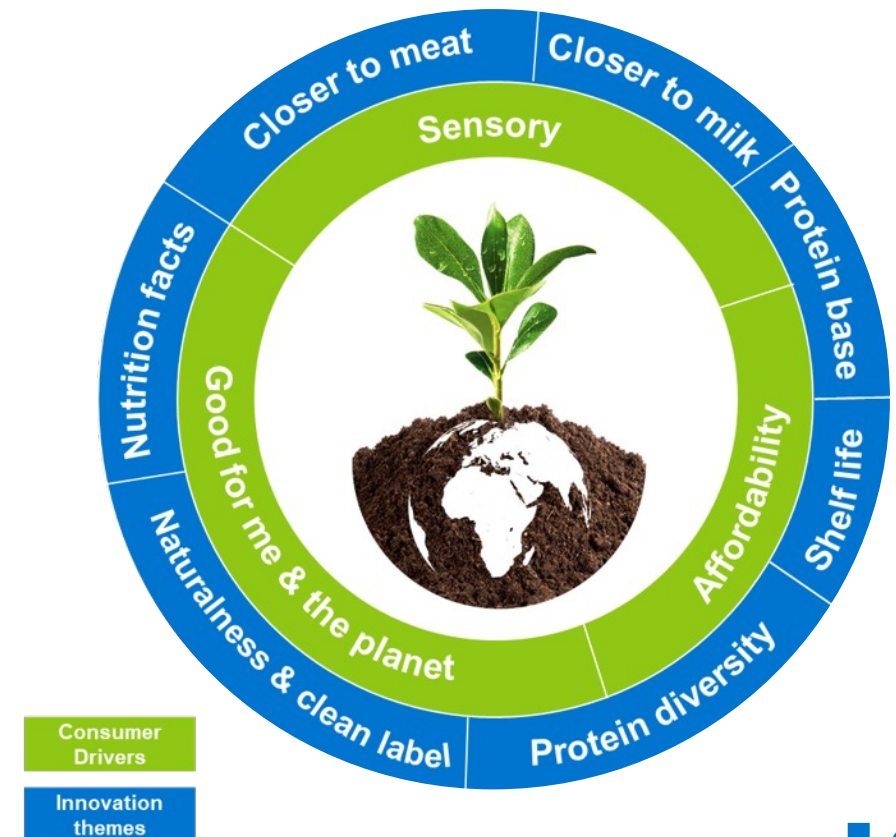
- ▀ A new food system is evolving
- ▀ Flexitarians are nearly 50% of population
- ▀ Alternative protein expected to grow double-digits

Key unlock is to improve sensory without interference with affordability and health

IFF ADVANTAGE

- ▀ +30 years of expertise with new capabilities and technologies introduced daily
- ▀ Expansive reach, wide portfolio, high investment in R&D and prototyping to increase speed to market
- ▀ Leveraging broad portfolio (protein, food ingredients, flavor) and integrating our technologies (maskers, flavors, functional ingredients)
- ▀ Strong investment in high moisture extrusions
- ▀ Mastery of Taste, Texture & Precision Fermentation

IFF PIPELINE



PROVIDING NATURAL BUILDING BLOCKS FOR HEALTHIER AND FUNCTIONAL FOODS

Consumers are seeking foods that improve their health and wellness



IFF OFFERING

- Modulation is an enabler of healthy formulations with lower salt, fat, sugar
- Enzymes facilitate no, low and sugar reduced products, lactose-free and reduced food waste by extending shelf life, while providing desirable attributes such as texture, mouthfeel, enhanced flavor, and prebiotic fibers
- Dairy Cultures facilitate low sugar products without compromising sweetness perception and mouthfeel, while providing milder, less acidic taste, texture, and lower water usage

PIPELINE

Largest toolkit for clean label

Applications science to customize solutions

New dairy enzymes such as lactases, GTFs (glucosyl transferases) and proteases

New cultures such as Yo-Mix Prime® as well as Sweetness Cultures

BECOME THE LEAD PROVIDER TO PROBIOTICS, LIVE BIOTHERAPEUTICS & SKIN CARE MARKETS

Leveraging our high-end technical capabilities in microbiome & biotech

Innovation platforms from protein engineering to live microbes screening and development in selected core areas with scale-up ability for all types of strains

Expertise in immunology, metabolic health, early life nutrition, and gut health

Benefits proven through gold-standard clinical studies.

Partnering with leading institutions & innovative companies in the field:



Strategic Focus of our R&D efforts in 5 therapeutic areas

EXPANDING LEADERSHIP BY PROVIDING MORE SUSTAINABLE SOLUTIONS



- Consumer demand for long-lasting scent and freshness performance in a variety of applications, including Fabric Conditioners, Detergents, Personal Care, Food and Pharma
- IFF is a pioneer in encapsulation technology and have been a market leader for over 20 years
- IFF's expanded capabilities, tools, and global footprint and tools enable new solutions and accelerated market growth

IFF ECOCAPS™

- Deploy IFF proprietary processes and technologies, including encapsulation and new formats, combined with strong material science, creative design programs and in-depth consumer understanding
- For encapsulation solutions, IFF is uniquely positioned to leverage H&B biotech capabilities and expertise developing next generation biodegradable solutions across all divisions
- Incorporating digital technology and print for first-to-the-market solutions.



SUMMARY

- Driving great differentiation through sustained R&D and innovation investment
- Breadth of innovation capability & exposure establishes strong competitive position
- Accelerate innovation utilizing data harmonization, AI, and high throughput robotics
- Leadership in biotechnology, with unparalleled production capabilities
- Strong R&D pipeline, with exciting and significant opportunities ahead
- Disciplined approach to maximize return & enable business to deliver profitable growth



Where science
& creativity meet

INVESTOR DAY 2022