



Where science
& creativity meet



ESG+ STAKEHOLDER WEBCAST

MAY 23, 2023



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.



TODAY'S SPEAKERS



Frank Clyburn
Chief Executive
Officer



Gregory Yep
EVP, Chief R&D,
Global Integrated
Solutions &
Sustainability Officer



Ralf Finzel
EVP, Global
Operations Officer



Deborah Borg
EVP, Chief Human
Resources, Diversity,
Equity & Inclusion and
Communications
Officer



Jennifer Johnson
EVP, General Counsel
and Corporate
Secretary



Michael DeVeau
SVP, Corporate
Finance and Investor
Relations

AGENDA

Purpose & Do What Matters Most

ESG Leadership & Performance

Looking Ahead

Q&A



OUR PURPOSE

Applying science and creativity for a better world





DO WHAT MATTERS MOST

BE the Premier Partner

REALIGN

- Customer Service
- Commercial Excellence Team
- Revenue Synergies
- Emerging Market Growth Strategies

BUILD Our Future

REBUILD

- Innovation, Commercialization & Investment
- Productivity
- Portfolio Execution

BECOME One IFF

REINVENT

- Market Driven Operating Model
- Talent & Culture
- Digital Capabilities

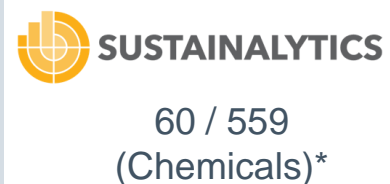
EMBED ESG+ IN ALL WE DO

GHG Reduction • Gender Representation • ESG Governance • Sustainable Solutions

ESG LEADERSHIP

Third-party validation of our efforts across multiple ESG platforms

RATINGS



RANKINGS



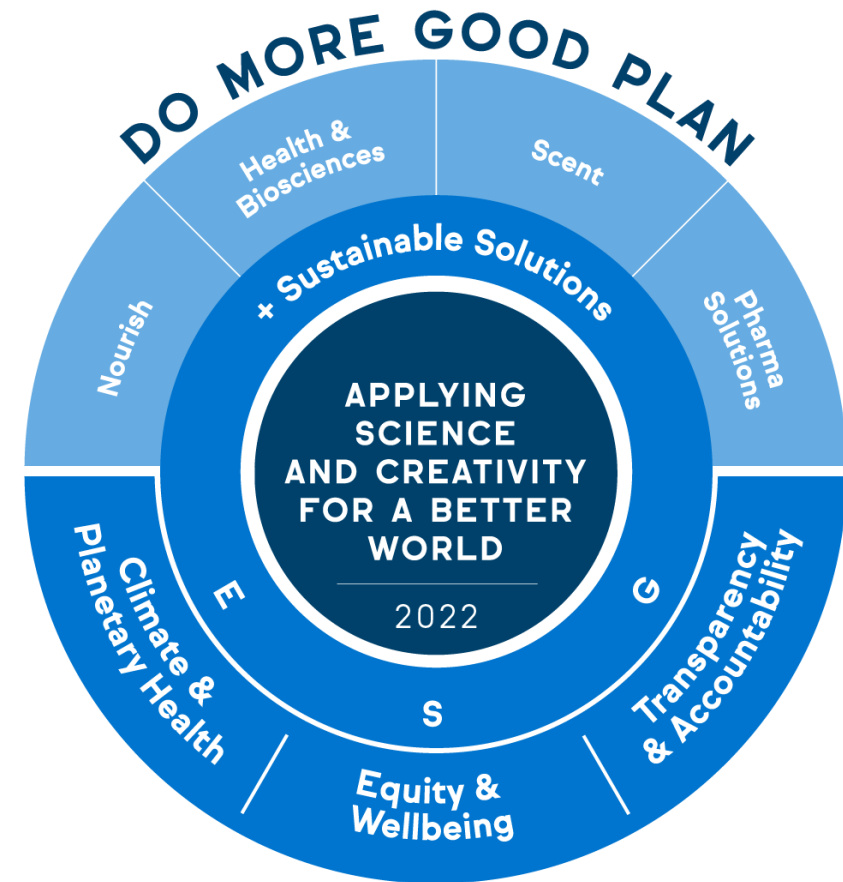
PARTNERS



DO MORE GOOD PLAN

Our ESG+ strategy and roadmap that activates our purpose through four pillars

- **Sustainable Solutions** to help our customers achieve their own ESG goals
- **Climate & Planetary Health** to lead on climate action and promote regenerative ecosystems
- **Equity & Wellbeing** to ensure our people are safe, healthy and can bring their authentic selves to work
- **Transparency & Accountability** to reflect our strong corporate governance commitment





SUSTAINABLE SOLUTIONS

Helping our customers achieve their ESG goals

2030 GOALS



- Sustainability value proposition in all new innovations



- Enable customers and consumers to save 50 times more CO2e than generated by IFF sites



- Partner with customers to achieve their ESG goals



2
ZERO
HUNGER



9
INDUSTRY, INNOVATION
AND INFRASTRUCTURE



12
RESPONSIBLE
CONSUMPTION
AND PRODUCTION



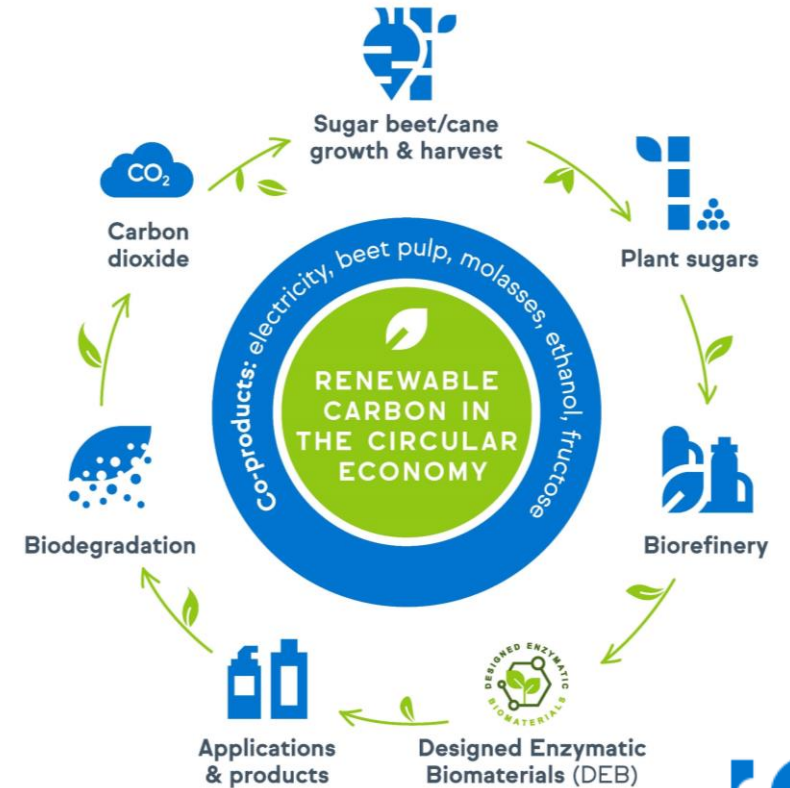
13
CLIMATE
ACTION



15
LIFE
ON LAND

PROGRESS SPOTLIGHT

Designed Enzymatic Biomaterials



CLIMATE & PLANETARY HEALTH

Taking bold actions to protect our planet for future generations



2030 GOALS*



- Reduce absolute direct GHGs by 50%**



- 100% renewable electricity



- Water Stewardship Annual Risk Assessment



- Zero waste to landfill for all major manufacturing facilities

PROGRESS SPOTLIGHT

-6.4%



14.2%



100%



39.5%



✓ ACHIEVED

▶ ON TRACK

⋮ CONTINUING TO MONITOR



RE 100

BUSINESS AMBITION FOR 1.5°C



* 2021 baseline |

** Pending approval by the [SBTi](#)





RESPONSIBLE SOURCING

Driving sustainable practices within our supply chain

2030 GOALS



- Zero deforestation for strategic raw material supply chains



- Human rights program for business-critical* suppliers



- Ensure equitable value chains and implement 10 field initiatives to support farmers' livelihoods

PROGRESS SPOTLIGHT

- Palm: 61% RSPO certified volumes**
- Soy: Esteio, Brazil site achieved Proterra and RTRS certifications
- Appointed a trusted third-party advisor on human rights
- 7 community & biodiversity programs



* Business-critical suppliers are those that contribute to the top 90% of IFF's 2021 direct global spend.

** Currently undergoing third-party assurance.



EQUITY & WELLBEING

Contributing to a safe, equitable and inclusive world

2030 GOAL



SAFETY

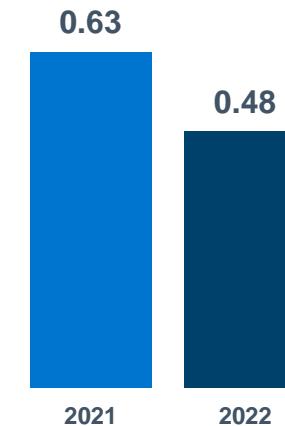
Commit to Zero

- Incident-free workplace and world-class safety performance

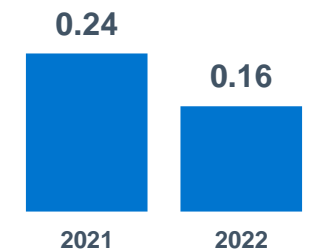


PROGRESS SPOTLIGHT

TOTAL RECORDABLE INCIDENT RATE*^



LOST TIME INCIDENT RATE*^



* IFF calculates TRIR and LTIR by estimating hours worked based on the Global HR monthly headcount figures and an assumption of a 40-hour work week, 50 weeks worked per year.

^ COVID-19 cases (as defined by OSHA) were tracked and evaluated for work-relatedness separately according to OSHA guidelines and/or country requirements. In 2022, two COVID-19 cases were determined to be work-related.

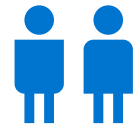




EQUITY & WELLBEING

Contributing to a safe, equitable and inclusive world

2030 GOALS



- 50% women at all organizational levels



- 40% People of Color in U.S. Management

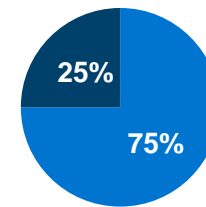


- Policies fully inclusive of LGBTIQ+ Colleagues
- 5% of workforce will be People with Disabilities and 100% of physical locations accessible

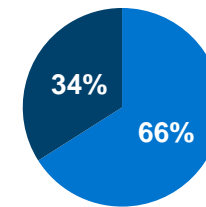


PROGRESS SPOTLIGHT

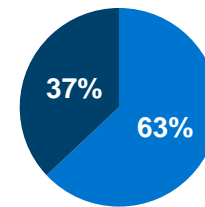
2022 GENDER DIVERSITY BY EMPLOYEE CATEGORY Permanent Employees



EXECUTIVE
MANAGEMENT



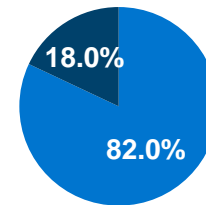
UPPER
MANAGEMENT



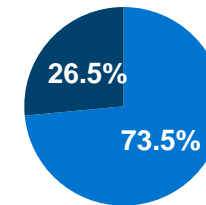
MIDDLE
MANAGEMENT

● FEMALE
● MALE

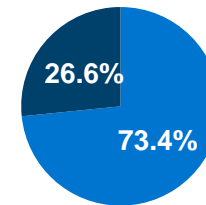
2022 ETHNIC DIVERSITY BY EMPLOYEE CATEGORY Permanent Employees, U.S. ONLY



EXECUTIVE
MANAGEMENT



UPPER
MANAGEMENT



MIDDLE
MANAGEMENT

● POC
● WHITE



TRANSPARENCY & ACCOUNTABILITY



Holding ourselves accountable to continuous improvement

2030 GOALS



- Increase transparency of disclosures



- Launch ESG metrics tied to executive compensation



- Expand oversight for ESG governance at the Board of Directors level



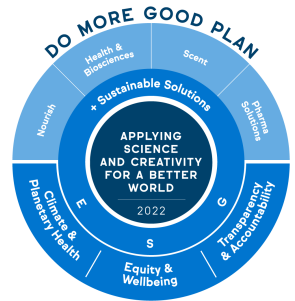
PROGRESS SPOTLIGHT

- ESG-linked metrics for GHGs and gender representation
- ESG-related topics overseen by Governance & Corporate Responsibility Committee



RECAP & LOOKING AHEAD

Solid foundation with a clear path forward



DO MORE GOOD PLAN

STRATEGIC PILLAR

2030 GOALS



CLIMATE &
PLANETARY
HEALTH

- 50% reduction in absolute direct GHGs
- 100% ZWL for all major manufacturing facilities
- Zero deforestation for strategic supply chains



EQUITY &
WELLBEING

- Management: 40% POC in U.S. / 50% women companywide
- World-class safety performance
- 10 field initiatives supporting farmers' livelihoods



TRANSPARENCY &
ACCOUNTABILITY

- Increase transparency of annual disclosures
- Tie ESG metrics to executive compensation
- Expand ESG governance at Board of Directors level



SUSTAINABLE
SOLUTIONS

- 100% of innovations with sustainability value proposition
- 50x more CO₂e saved for customers than generated by IFF
- Partner with customers to achieve their ESG goals



Q&A



Where science
& creativity meet

