



INTERNATIONAL FLAVORS & FRAGRANCES INC.
2022 ANNUAL MEETING OF SHAREHOLDERS
PRINCIPLES OF MEETING CONDUCT

As part of our effort to maintain a safe and healthy environment at our 2022 Annual Meeting for our employees and shareholders and after closely monitoring statements issued by the World Health Organization (who.int), the Centers for Disease Control and Prevention (cdc.gov) and the New York State Department of Health (health.ny.gov) regarding COVID-19, we will hold the 2022 Annual Meeting online at www.virtualshareholdermeeting.com/IFF2022, as permitted under New York State law.

We have designed the format of the virtual Annual Meeting to provide our shareholders who attend the virtual 2022 Annual Meeting with comparable rights and opportunities to participate as they would at an in-person meeting.

In fairness to all shareholders attending the 2022 Annual Meeting and in the interest of an orderly and constructive meeting, the following procedures will apply. Please note that in order to submit questions or vote at the meeting, you must be a shareholder of record as of **March 8, 2022** (the “Record Date”) or hold a legal proxy. To vote or submit questions, please login to the virtual meeting as a shareholder by entering the control number found on your proxy card, voting instruction form or notice.

1. The proposals set forth in the proxy statement will be presented and discussed. The Agenda indicates the order in which matters will be presented at the 2022 Meeting.
2. You do not need to vote at the meeting if you have already voted by proxy. However, if you wish to change your vote, or if you have not voted, you will be given the opportunity to vote before the polls are closed.
3. A live Question and Answer Period will be held during which we intend to answer all questions submitted during the meeting in accordance with these rules, as time permits. Shareholders may submit questions online while attending the 2022 Annual Meeting. Shareholders are limited to asking two (2) questions. Questions must be relevant to the meeting, pertinent to matters properly before the meeting, and briefly stated. **The meeting is not to be used as a forum to present general economic, political or other views that are not directly related to matters properly before the meeting. Questions may not relate to pending or threatened lawsuits.** Once you have asked your question, please give other shareholders the opportunity to submit their questions. Questions from multiple stockholders on the same topic or that are otherwise related may be grouped, summarized and answered together.
4. If you have questions that are not related to the meeting or that are not of concern to the other shareholders, you may address those questions to Investor Relations.
5. We will have technicians ready to assist you with any technical difficulties you may have in accessing the virtual 2022 Annual Meeting. If you encounter any difficulties accessing the virtual meeting during check-in or the meeting, please call the technical support number that will be posted on the virtual meeting platform log-in page.

6. **RECORDING OF THE 2022 ANNUAL MEETING IN ANY FORM IS PROHIBITED.** A recording of the 2022 Annual Meeting will be available at our website (<https://www.iff.com/>) for a period of ninety (90) days following the conclusion of the 2022 Annual Meeting.
7. Attendees who fail to comply with these Principles of Meeting Conduct risk being removed from the meeting.