

**INTERNATIONAL FLAVORS & FRAGRANCES INC.**  
**2022 ANNUAL MEETING OF SHAREHOLDERS**  
**MAY 4, 2022**

AGENDA

1. Welcome and Overview of Meeting
2. Call to Order and Introduction of Directors and Senior Management
3. Description of Proposals
4. Opening of Polls and Voting
5. Report of Election Results
6. Other Matters and Adjournment of Formal Business
7. Shareholder Questions