



TALENT ATTRACTION IN A HYBRID STRUCTURE

iff

November 2021 – Prepared for AmChamDenmark

THE NEW IFF

A COMPELLING COMBINATION

STRATEGIC RATIONALE

VALUE PROPOSITION



A global leader in taste, scent and nutrition

Broader

Set of Ingredients and Solutions

Deeper

Innovation and R&D Platform

Shared

Focus on Consumer-Oriented End Markets

~\$11B

Expected Annual Revenue¹

~\$2.5B

Expected Annual EBITDA^{1 2}

**DuPont
Nutrition & Biosciences**

Leading value-added ingredients & solutions provider

THE NEW IFF



**BROADENS
CATEGORY
EXPOSURE**



**EXPANDS R&D
CAPABILITIES
& EXPERTISE**



**DIFFERENTIATED
INTEGRATED
SOLUTIONS**

- Expands breadth of capabilities
- #1 or #2 position across complementary high-value ingredients
- Best-in-class R&D and innovation capabilities and strongest industry pipeline to develop proactive solutions
- Talent with both creative and scientific expertise
- Top quartile R&D spend annually in industry (5.6% of sales), with a significant patent portfolio as a combined company
- Stronger & broadest differentiated product offerings
- Ability to improve speed-to-market
- Greater simplification of supply chain

1. Estimate for 2020 per IFF's S-4 filing on December 22, 2020. 2. Before anticipated benefit of cost synergies



KEY DRIVERS OF THE FUTURE OF WORK

COVID-19 has indefinitely changed the way we work. With such a sudden shift, we realized that while initially difficult, many of these changes benefited our employees and IFF as an organization. Flexibility and agility of our workforce is the way of the future.

TALENT

- Now that we know we can work remotely successfully, IFF employees expect to be able to do so in a post-pandemic world.
- In order to stay competitive in the talent market, we must make this shift – this also broadens our ability of where we can search for talent without limiting ourselves.

LEADERSHIP

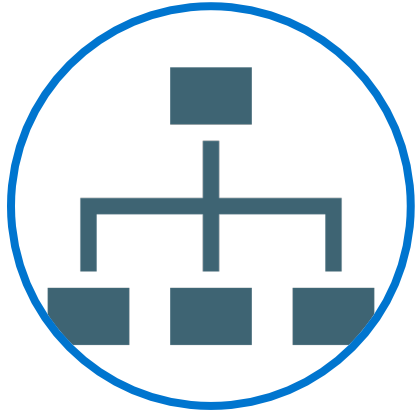
- Leaders and managers have had to trust their employees to get work done while working remotely; in the future, this shift in leadership style must continue.
- Leaders must now be focused on outcomes rather than on time spent at the office.
- The concept of “shared ownership” - Managers must trust employees to be effective and productive while employees need to be flexible and comfortable being mobile.

REDUCING OUR FOOTPRINT

- The new way of working will naturally lead to a reduction in space requirements and more emphasis on collaboration space .
- IFF needs to provide consistent, principle-based guidance to enable effective space requirements decisions.
- Future requests for additional space will need to incorporate this hybrid work model approach.

OUR CHALLENGES

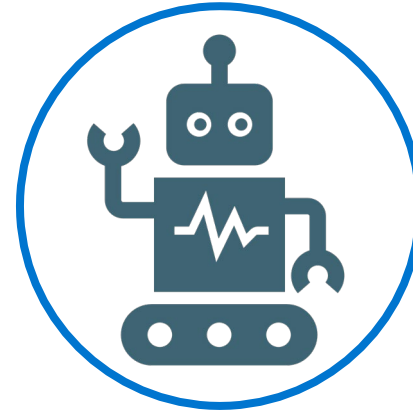
Internal & External



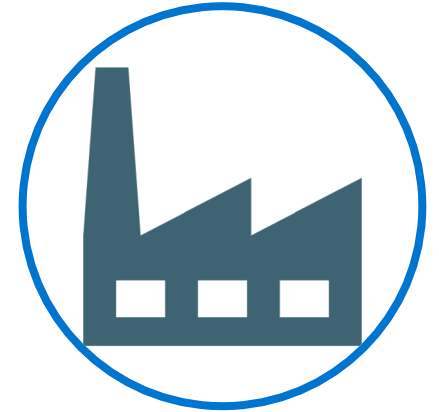
Team



Volume



Technology



Brand / Image

OUR OPPORTUNITY

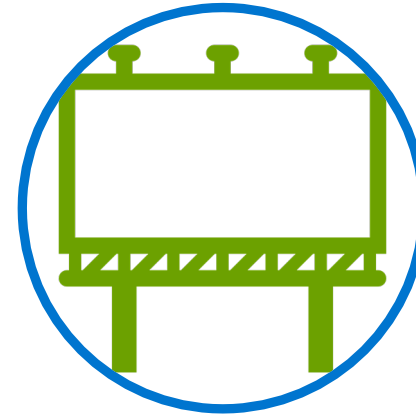
In a Hybrid Structure



Broader Talent Access



Processes



Brand / Advertisement



Training

HOW WE APPROACHED THE CHALLENGES AND OPPORTUNITIES



Brand Awareness



Job advertisement



Sourcing & Referrals



Training



Virtual Interview Checklist

Checklist for virtual interviews to ensure a successful interview. This checklist is designed to help you prepare for a virtual interview and ensure a successful interview.

Before	During	After
<ul style="list-style-type: none"> Check your internet connection and ensure it is stable. Test your camera and microphone. Ensure your background is professional and free of distractions. Prepare your resume and notes. Arrive 10-15 minutes early. 	<ul style="list-style-type: none"> Make eye contact with the interviewer. Listen actively and take notes. Ask questions and clarify any doubts. Be professional and courteous. Avoid multitasking or distractions. 	<ul style="list-style-type: none"> Send a thank-you email within 24 hours. Reflect on the interview and your performance. Follow up on any promises or next steps. Stay positive and open to feedback.



**“WORK IS WHAT
YOU DO, NOT
WHERE YOU DO
IT”**

THANK YOU!!!

MIA.P.ABELLA@IFF.COM