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INVESTOR DAY 2019

Drive Innovation



WORLD IS EVOLVING

Innovation imperative to stay ahead of the curve

The consumer is driving change

Science & innovation advances unlock new opportunities

Science evolving rapidly

Innovation cross-fertilization critical differentiator

Customers demand access to innovation earlier

Collaboration and partnerships vital

Understanding the changing consumer is key

Broaden capabilities to adapt quickly

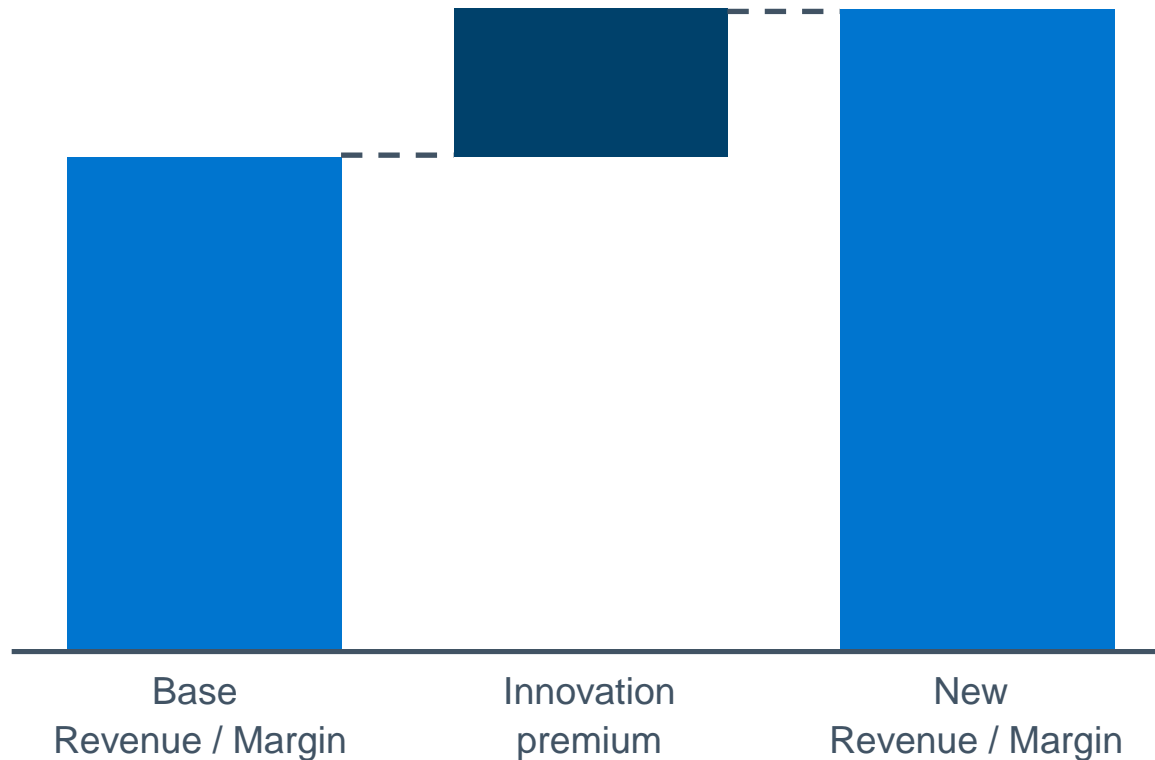
Sustainability is a must

Product development processes will evolve

VALUE OF INNOVATION

Key driver of incremental revenue & margin contribution

Innovation Value Creation

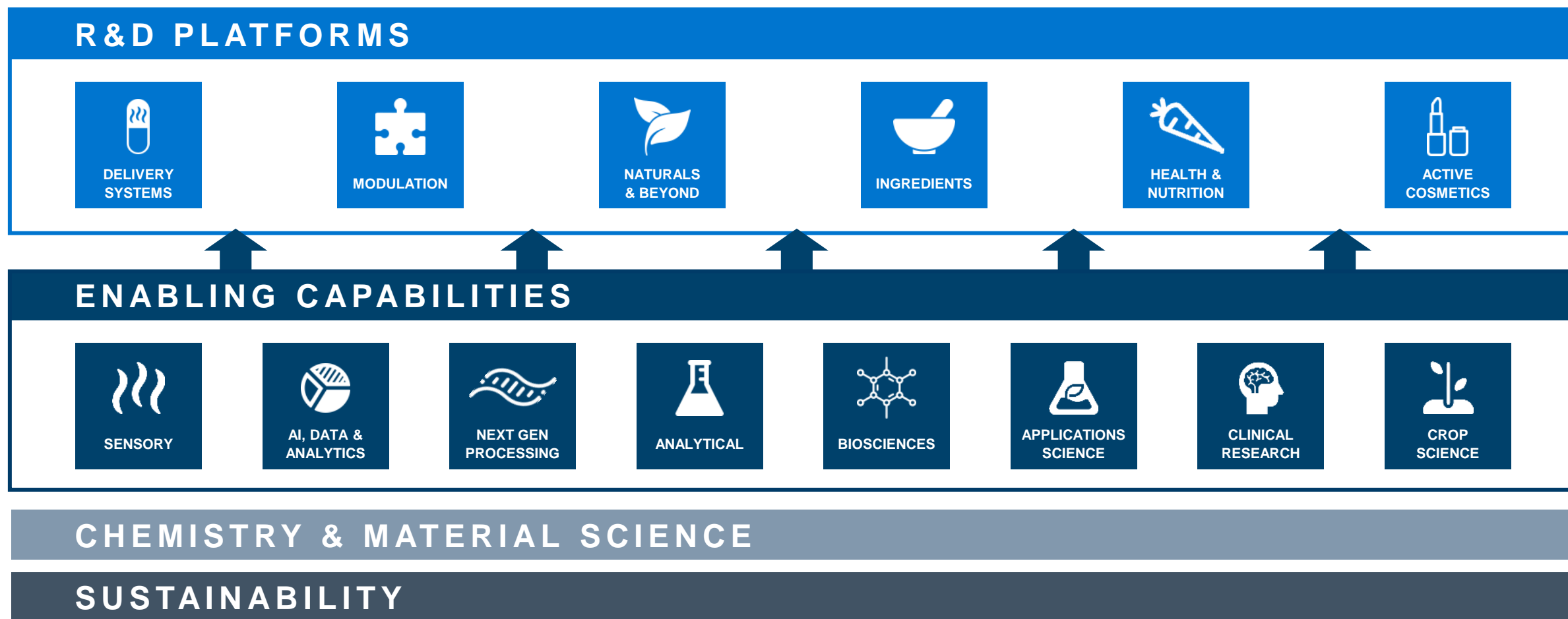


Why Innovation Is Important

- Differentiation is driver of success
- Increases customer retention & win rates
- Growth and margin accretive
- Transformational research, stronger reinvestment
- Paramount for long term success

IFF PLATFORMS & ENABLING CAPABILITIES

Focused on highest value & highest return platforms



FRUTAROM REINFORCES PLATFORMS & CAPABILITIES

More powerful portfolio to increase differentiation & competitive advantage



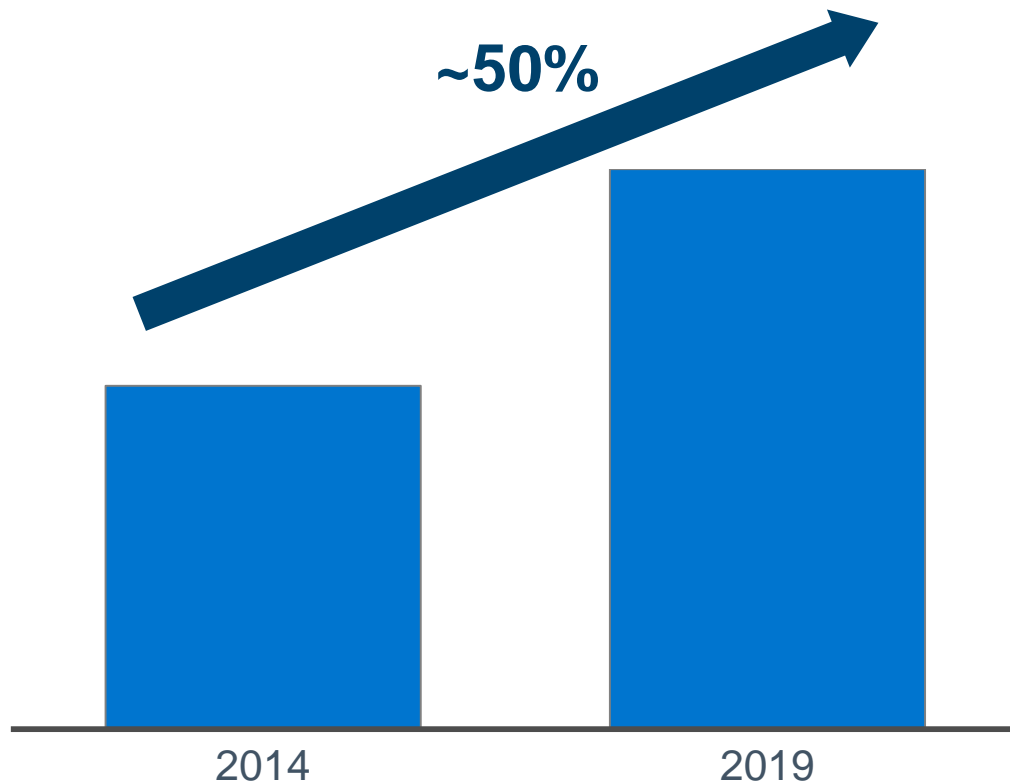
	IFF	FRUTAROM	
R&D Platforms	Delivery Systems	●	
	Modulation	●	
	Naturals & Beyond	●	●
	Ingredients	●	
	Health & Nutrition	◐	●
	Active Cosmetics	●	●
Enabling Capabilities	Sensory / Consumer Sciences	●	●
	Analytical	●	●
	Processing	●	●
	Data Analytics	●	
	Biosciences	◐	●
	Clinical Research	◐	●
	Crop Science	◐	●
	Chemistry & Material Science	●	



R&D PORTFOLIO ASSESSMENT

Strongest pipeline in company history

Innovation Pipeline: 15-yr NPV EP¹



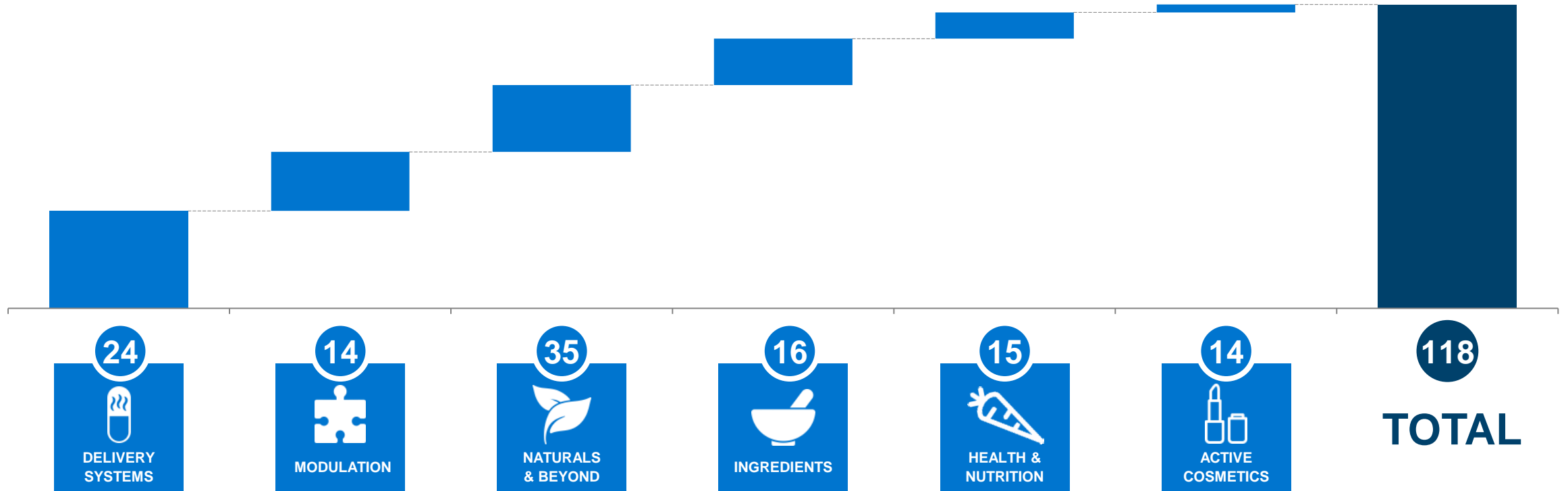
Highlights

- ▶ One of the largest naturals extractors worldwide
- ▶ Leaders in encapsulation & delivery systems
- ▶ Strong new fragrance molecule pipeline
- ▶ Broad portfolio of modulators
- ▶ Cutting-edge research in white space

PLATFORM VALUATIONS

Emphasizing high-value & high-return platforms

Value of R&D by Platform: 15-yr NPV EP¹



Number of initiatives

DELIVERY SYSTEMS

Extending leadership through next generation delivery technologies

SUSTAINABLE DELIVERY SYSTEMS



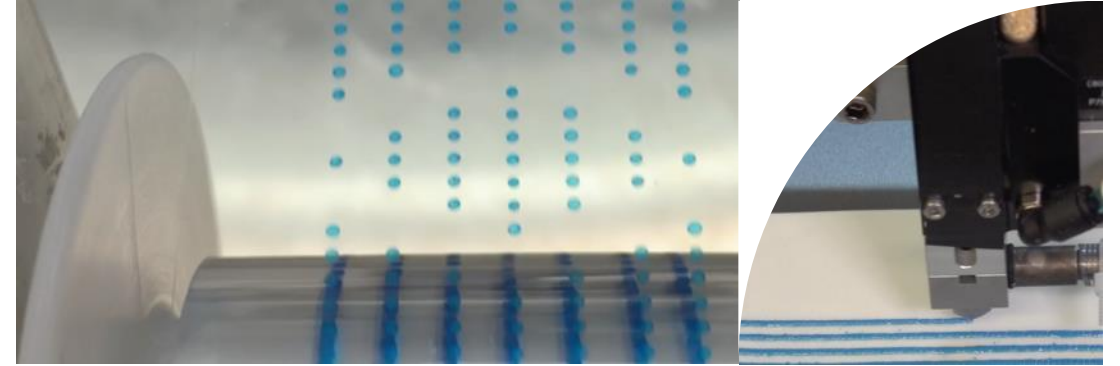
New regulatory guidelines driving demand

Full focus on biodegradable natural polymers

Capitalizing on first-mover advantage to capture growth potential

Commercially viable solution expected by 2020

ADDITIVE ADVANTAGE



Industry-first delivery system printing for taste, scent and nutrition

Cutting-edge delivery system to apply active ingredients onto products and packaging

Benefits include: high-performance, low-cost, natural, and sustainable

MODULATION

Strengthening and expanding our leadership in modulation

CONTINUE TO ADVANCE BREAKTHROUGH INNOVATION

CULINARY TECHNIQUES FOR NOVEL CLEAN LABEL MODULATION

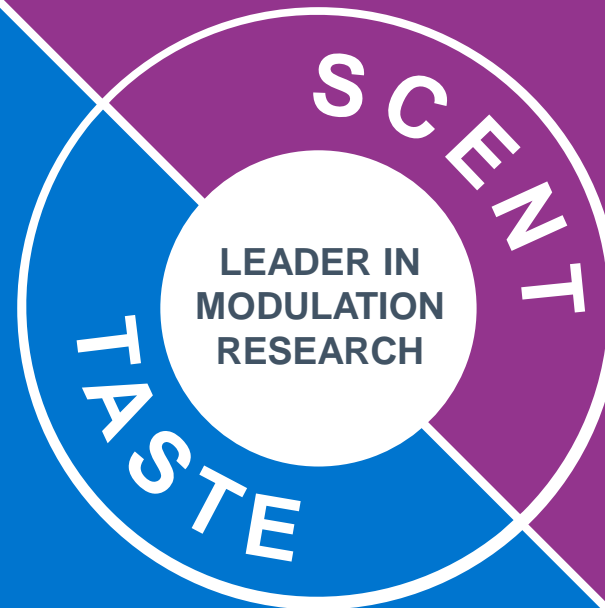
Savory / Umami

Richness

Mouthwatering

Off-note reduction

Enables product side-streams
repurposing into usable products



Malodor control

Mood & emotion

Scent enhancement

Multi-sensory perception

Minimizing adaption &
suppression

DRIVING ADVANTAGE IN WITH
SCENT MODULATION TOOLS

DIGITAL SCENT, NUTRITION, AND WELLNESS

Breaking into the IoT market with pioneering digital olfaction technology



CAPTURE

Record sleep data through sensors

ANALYZE

Process sleep cycle data, track sleep quality and stage

TRANSMIT

Emit customized scent to improve sleep quality

SUMMARY

- Innovation is a key driver of incremental revenue & margin
- Frutarom acquisition strengthens platforms and unlocks new capabilities
- Strongest pipeline ever in terms of potential value and number of initiatives
- Focus on building and maintaining our leadership in critical technologies as well as cutting-edge research