

Filer: International Flavors & Fragrances Inc.

Subject Companies: International Flavors & Fragrances Inc.; Frutarom Industries Ltd.

Filer's Commission File Number: 1-4858

Date: May 7, 2018

## IFF Customer FAQ

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**1. What did IFF announce?**

- IFF announced that it is combining with Frutarom to create a global leader in taste, scent and nutrition.

**2. Who is Frutarom?**

- Frutarom is a flavors, savory solutions and natural ingredients company with production and development centers on six continents.
- It markets and sells over 70,000 products to more than 30,000 customers in over 150 countries.
- Frutarom is primarily focused on natural products, which drive more than 75% of its sales.
- Frutarom's product portfolio consists of innovative and integrated solutions combining taste and health, natural and clean label products.

**3. Why is IFF combining with Frutarom?**

- The transaction is all about growth.
- It unites two industry-leading, innovative companies, and will establish a global leader in taste, scent and nutrition.
- Frutarom is focused on natural products and they have a compelling presence in categories such as natural colors, health and beauty ingredients, natural food protection and enzymes.
- Together, we will offer our customers access to comprehensive and differentiated integrated solutions with increased focus on naturals and health and wellness.

**4. How will this benefit customers?**

- This combination is great news for our customers and will better position us to serve you as a global leader in taste, scent and nutrition.
- Together, we will offer our customers access to comprehensive and differentiated integrated solutions with increased focus on naturals and health and wellness.

**5. Will there be any changes to customer contracts or pricing as a result of the announcement? What happens after the completion of the combination?**

- There have been no changes to contracts or pricing as a result of this news.
- Until the transaction closes, IFF and Frutarom will continue to be separate organizations, and we will operate as usual.

**6. Will there be any impact on production and delivery times?**

- It is business as usual.
- We are continuing to meet production schedules and make timely deliveries around the world.
- The relationship we build with customers like you remain at the center of everything we do.
- Our primary focus will continue to be on providing our customers with quality products at a great value.

**7. Will my point of contact change? Will there be changes to how I interact with IFF?**

- Until the transaction closes, which we expect to occur in six to nine months, we will continue to be separate organizations, and we will operate as usual.
- Your point of contact will remain the same and there will be no changes to how we work with you.
- You can expect the same quality products, services and support that you have come to rely on from IFF.
- Both IFF and Frutarom have experience with integration, and we expect this process to be seamless.

**8. When is the transaction expected to close? What are the next steps?**

- The transaction is expected to close in six to nine months, subject to customary closing conditions and regulatory approvals.
- Until then, IFF and Frutarom will continue to be separate organizations, and we will operate as usual.
- Once the companies combine, your account manager will keep you apprised of any changes on a timely basis. Our goal is to make the transition as seamless as possible.
- Both IFF and Frutarom have successful track records integrating companies, and we expect this process to be seamless.

**9. Where can I find more information about the announcement?**

- The press release that we issued today is posted on our website.
- If you have additional questions, please do not hesitate to contact [your local Account Manager / INSERT].