

OUR SUSTAINABILITY
REPORT 2013



GRI Content Index

IFF

Contents

This Index accompanies IFF's 2013 Sustainability Report, which was prepared in accordance with the G3.1 guidelines of the Global Reporting Initiative (GRI), the respected global standard for such reporting. We have prepared a GRI Application Level B+ report with external assurance of the full report. This report has been reviewed and checked for completeness by the GRI. More information on the GRI framework can be found at www.globalreporting.org.

In addition, we engaged the ISOS Group, an integrated sustainability consultancy firm and GRI-Certified training partner in the U.S., to conduct an assurance evaluation of our report. After a review of our documentation, procedures and reporting team, ISOS has provided an External Assurance Statement that provides an added level of transparency to our stakeholders.

For more information on IFF's Sustainability program, visit iff.com/sustainability.

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Statement GRI Application Level Check

GRI hereby states that **International Flavors & Fragrances Inc.** has presented its report "Lasting Change" (2013) to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level B+.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 19 May 2014

A handwritten signature in black ink, appearing to read "Ásthildur Hjaltadóttir".

Ásthildur Hjaltadóttir
Director Services
Global Reporting Initiative



The "+" has been added to this Application Level because **International Flavors & Fragrances Inc.** has submitted (part of) this report for external assurance. GRI accepts the reporter's own criteria for choosing the relevant assurance provider.

The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 9 May 2014. GRI explicitly excludes the statement being applied to any later changes to such material.

Standard Disclosures Part I:

Profile Disclosures

PROFILE DISCLOSURE	DISCLOSURE	LEVEL OF REPORTING	LOCATION OF DISCLOSURE
<i>1. Strategy & Analysis</i>			
1.1	Statement from the most senior decision maker of the organization.	Fully	pg. 5, From Our Chairman
1.2	Description of key impacts, risks, and opportunities.	Fully	pg. 46–47, Our Sources; pg. 64–65, Our People; pg. 82–83, Our Ethics; pg. 28–29, Our Impact; pg. 10–17, 2013 10K: http://www.sec.gov/Archives/edgar/data/51253/000005125314000004/inter-nationalflavors1ok2013.htm
<i>2. Organization Profile</i>			
2.1	Name of the organization	Fully	pg. 1, Our Company
2.2	Primary brands, products, and/or services	Fully	pg. 1, Our Company; pg. 3–6, 2013 10K: http://www.sec.gov/Archives/edgar/data/51253/000005125314000004/internationalflavors1ok2013.htm
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	pg. 1, Our Company; pg. 3–6, 2013 10K: http://www.sec.gov/Archives/edgar/data/51253/000005125314000004/internationalflavors1ok2013.htm
2.4	Location of organization's headquarters.	Fully	pg. 1, Our Company
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	pg. 1, Our Company; pg. 3, 18–19, 2013 10K: http://www.sec.gov/Archives/edgar/data/51253/000005125314000004/internationalflavors1ok2013.htm
2.6	Nature of ownership and legal form.	Fully	pg. 1, Our Company; pg. 84–86, About This Report
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	pg. 1, Our Company; pg. 3, 19, 2013 10K: http://www.sec.gov/Archives/edgar/data/51253/000005125314000004/internationalflavors1ok2013.htm . IFF has 4,000 global, multinational and regional customers; our 25 largest customers accounted for 53 percent of our sales in during 2013.

PROFILE DISCLOSURE	DISCLOSURE	LEVEL OF REPORTING	LOCATION OF DISCLOSURE
2.8	Scale of the reporting organization.	Fully	pg. 1, Our Company; pg. 3, 19, 2013 10K: http://www.sec.gov/Archives/edgar/data/51253/000005125314000004/internationalflavors10k2013.htm . In 2013, we achieved sales of approximately \$3.0 billion, making us one of the top four companies in the global flavors and fragrances sub-segment of the broader ingredients and compounds market. Within the flavors and fragrances sub-segment of this broader market, the top four companies comprise approximately two-thirds of the total estimated sales.
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	pg. 86, About This Report; pg. 27–45, 2013 10K: http://www.sec.gov/Archives/edgar/data/51253/000005125314000004/internationalflavors10k2013.htm
2.10	Awards received in the reporting period.	Fully	pg. 86, About This Report. During 2013, IFF received recognition for its sustainability efforts, including: Winner of the Organic Monitor Sustainable Beauty Award for Sustainable Ingredients for Rose Water Essential™; Finalist in PR News CSR Awards in Product Design/Redesign — Rose Water Essential™ and Video Initiatives — Moving Forward.
3. Report Parameters			
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Fully	pg. 86, About This Report; Calendar year 2013, unless otherwise noted
3.2	Date of most recent previous report (if any).	Fully	June 2013, http://www.iff.com/company/past-sustainability-reports.aspx
3.3	Reporting cycle (annual, biennial, etc.).	Fully	pg. 86, About This Report; Annual
3.4	Contact point for questions regarding the report or its contents.	Fully	pg. 86, About This Report; Comments or questions about IFF's sustainability initiatives can be directed to sustainability@iff.com
3.5	Process for defining report content.	Fully	pg. 84–86, About This Report, The content for this report was guided by our materiality assessment conducted in 2010, from which identified key issues relevant to IFF and to society. These included product and employee safety; consumer health and wellness; green chemistry; responsible sourcing; employee engagement; and waste, water and GHG emissions management. We developed our sustainability strategy — Our Products, Our Impact, Our Sources, and Our People — targeting these issues. The prioritization of these issues remains relevant and was the framework used when defining this year's report content. An updated materiality assessment was completed in 2014, which we will use to strengthen our sustainability strategy and make amendments to in our next sustainability report. We cite the key stakeholders who we expect to use our sustainability report in About this Report, pg. 90–92.
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Fully	pg. 84–86, About This Report

PROFILE DISCLOSURE	DISCLOSURE	LEVEL OF REPORTING	LOCATION OF DISCLOSURE
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	<p>pg. 84–86, About This Report; pg. 28–31, Our Impact. IFF tracks all greenhouse gas emissions, energy, water use and hazardous waste generated from all our manufacturing facilities.</p> <p>In 2013, we enhanced our greenhouse gas (GHG) emissions tracking to include mobile sources, fugitive losses from refrigeration and wastewater systems, and process emissions. We also refined our measurement methods with regards to process derived energy and purchased steam.</p> <p>The environmental performance data in this report reflects the following limitations and is consistent with previous sustainability reports:</p> <ul style="list-style-type: none"> • IFF tracks water use when available. Water use data is not available from ten leased offices and thus not included in our water use totals. • IFF tracks hazardous waste generated by our manufacturing facilities, but not from our offices and some of our creative centers since they do not generate hazardous waste.
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Fully	pg. 86, About This Report
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Fully	<p>pg. 86, About This Report; pg. 32–34, Our Impact. IFF chose data-collecting methodologies based on specific criteria needed to measure the progress against goals and targets. These include, but are not limited to, computer software applications (e.g. SAP, Environmental Management System (EXP), SharePoint), surveys, GAAP (Generally Accepted Accounting Principles) and manual data collection.</p> <p>Our greenhouse gas (GHG) emissions were calculated using the Greenhouse Gas Protocol (2004) and GHG emissions factors for:</p> <ul style="list-style-type: none"> • Scope 1 emissions (from fuel oil, LPG-propane, natural gas, and process derived oil use)—from the U.S. EPA Climate Leaders Greenhouse Gas Inventory Protocol Core Module Guidance Documents (2008) and International Energy Agency (IEA) CO₂ Emissions from Fuel Combustion (2012). • Scope 2 emissions (from purchased steam, electricity and renewable electricity)—from the country-specific GHG emissions factors when available, and from the IEA International Electricity Emission Factors by Country (2012) when not.
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods)..	Fully	pg. 86, About This Report; pg. 33, Our Impact. In 2013, we enhanced our greenhouse gas (GHG) emissions tracking to include mobile sources, fugitive losses from refrigeration and wastewater systems, and process emissions. We also refined our measurement methods with regards to process derived energy and purchased steam. We also made further enhancements to our data collection systems. All these led to the restatement of our energy, greenhouse gas (GHG) emissions, water, hazardous waste and production figures for 2010, 2011, and 2012.

PROFILE DISCLOSURE	DISCLOSURE	LEVEL OF REPORTING	LOCATION OF DISCLOSURE
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	In 2013, we enhanced our greenhouse gas (GHG) emissions tracking to include mobile sources, fugitive losses from refrigeration and wastewater systems, and process emissions. We also refined our measurement methods with regards to process derived energy and purchased steam. Aside from these, there were no significant changes from previous reporting periods in scope, boundary, or methodology applied in this report. Canadian and UK emissions factors for purchased electricity were updated in 2013. In response, IFF used these updated GHG emissions factors for our 2013 carbon inventory. This does not represent a change in methodology, and per the U.S. EPA Climate Leaders' Indirect Emissions from Purchase of Electricity and Steam Guidelines (2008), we use GHG emission factors corresponding to the year of our inventory activity data and did not apply these factors to previous years.
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	This is the GRI Index.
3.13	Policy and current practice with regard to seeking external assurance for the report.	Fully	pg. 86, About This Report
4. Governance, Commitments, and Engagement			
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Fully	See the Governance section of www.iff.com at http://phx.corporate-ir.net/phoenix.zhtml?c=65743&p=irol-gov-highlights ; pg. 48, 2013 10K: http://www.sec.gov/Archives/edgar/data/51253/000005125314000004/international-flavors10k2013.htm
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	pg. 10, 2014 Proxy Statement: http://phx.corporate-ir.net/External.File?item=UGFyZW50SUQ9MjI2NDgwFENoaWxkSUQ9LTF8VHlwZT0z&t=1
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Fully	pg. 10, 2014 Proxy Statement: http://phx.corporate-ir.net/External.File?item=UGFyZW50SUQ9MjI2NDgwFENoaWxkSUQ9LTF8VHlwZT0z&t=1 . Eleven of IFF's 12 directors are independent. Four of 12 directors are women as of Dec. 31, 2013.
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	pg. 68, 2014 Proxy Statement: http://phx.corporate-ir.net/External.File?item=UGFyZW50SUQ9MjI2NDgwFENoaWxkSUQ9LTF8VHlwZT0z&t=1
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Fully	pg. 18, 49, 2014 Proxy Statement: http://phx.corporate-ir.net/External.File?item=UGFyZW50SUQ9MjI2NDgwFENoaWxkSUQ9LTF8VHlwZT0z&t=1

PROFILE DISCLOSURE	DISCLOSURE	LEVEL OF REPORTING	LOCATION OF DISCLOSURE
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	pg. 2, Executive Officer Code of Business Conduct and Ethics: http://phx.corporate-ir.net/phoenix.zhtml?c=65743&p=irol-govConduct
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	Fully	pg. 15, 2014 Proxy Statement, http://phx.corporate-ir.net/External.File?item=UGFyZW50SUQ9MjI2NDgwFENoaWxkSUQ9LTF8VHlwZT0z&t=1
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully	Pg. 46–48, Our Sources; pg. 82–83, Our Ethics; Codes of Conduct: http://phx.corporate-ir.net/phoenix.zhtml?c=65743&p=irol-govConduct
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	Corporate Governance Guidelines: http://phx.corporate-ir.net/phoenix.zhtml?c=65743&p=irol-govGuidelines . The IFF Board of Directors has three committees: Audit, Compensation, and Nominating and Governance. In addition to overseeing and reviewing the financial reporting process and the integrity of the Corporation's financial statements and related financial information, the Audit Committee oversees and reviews the procedures for monitoring compliance with worldwide laws and regulations and with our Code of Business Conduct and Ethics. We also have an internal audit function that assists in evaluating and improving the effectiveness of our risk management, internal control, financial reporting, and governance processes.
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	Pg. 82, Our Ethics; IFF website www.iff.com . Committee Charters, Nominating and Governance Committee: http://phx.corporate-ir.net/phoenix.zhtml?c=65743&p=irol-govCommittee&Committee=7214
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully	We do not formally apply the precautionary principle. We implemented a robust risk evaluation tool to identify significant risks faced by our company. This tool involves surveying employees to gauge their assessment of risks and then consolidating their responses into a set of key risks, such as the quality of or disruptions to our supply chain. The consolidated set is communicated to the operating committee and Board of Directors at least annually. Our Form 10-K includes a detailed description of our financial risks: http://www.sec.gov/Archives/edgar/data/51253/000005125314000004/internationalflavors1ok2013.htm
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	pg. 28–31, Our Impact; pg. 46–48, Our Sources; and pg. 87, Working Together. Also, we subscribe to the International Fragrance Association's Code of Practice.

PROFILE DISCLOSURE	DISCLOSURE	LEVEL OF REPORTING	LOCATION OF DISCLOSURE
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	Fully	pg. 87, Working Together. In addition, we are a member of the following organizations and associations: American Chemical Society; American Cleaning Institute; Cosmetic Executive Women (serve on board); European Cosmetic Association; European Flavour and Fragrance Association; Fashion Group International; Flavor and Extract Manufacturers Association; Fragrance Foundation (serve on board); Institute of Food Technologists; International Fragrance Association (serve on board); International Fragrance Association — North America (serve on board); International Organization of the Flavor Industry (serve on board); Monell Chemical Sense Center; Natural Resources Stewardship Circle; Personal Care Products Council; Research Institute for Fragrance Materials (serve on board); Chemistry Council of NJ (serve on board); and Sense of Smell Institute.
4.14	List of stakeholder groups engaged by the organization.	Fully	pg. 84–85, About This Report; pg. 87, Working Together
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	pg. 84–85, About This Report. We worked with an external consultancy to identify additional stakeholders to engage to elicit feedback on our sustainability performance and to garner inputs for our materiality assessment. Identified stakeholders are informed and engaged in the sustainability space and knowledgeable of key trends facing our business. Priority customers with whom we engage are selected by our senior commercial management team based on their position in the marketplace, importance to IFF, and current sustainability program.
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	pg. 84–85, About This Report
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Fully	pg. 84–85, About This Report. During our engagement, stakeholders provided a number of insights to us on opportunities to strengthen our sustainability strategy. Topics include transparency and traceability, additional metrics and targets and policies. We are considering all feedback provided by stakeholders and will be actively looking to enhance our sustainability strategy during 2014 as we formalize our materiality assessment.

Standard Disclosures Part II:

Disclosures on Management Approach (DMAs)

G3.1 DMAS	DISCLOSURE	LEVEL OF REPORTING	LOCATION OF DISCLOSURE
<i>DMA EC - Disclosure on Management Approach EC</i>			
Aspects	Economic performance	Fully	pg. 1, Our Company; pg. 5, From Our Chairman. See responses to EC1, EC2, EC3 and EC4 below.
	Market presence	Fully	pg. 1, Our Company; pg. 5, From Our Chairman
	Indirect economic impacts	Fully	pg. 46–60, Our Sources
<i>DMA EN - Disclosure on Management Approach EN</i>			
Aspects	Energy	Fully	pg. 14–7, Our Products; pg. 28–32, Our Impact. See also responses to EN3, EN4, EN5, EN6 and EN7 below.
	Water	Partially	pg. 28–29, 34, Our Impact. See also response to EN8.
	Biodiversity	Partially	pg. 49–60, Our Sources
	Emissions, effluents and waste	Partially	pg. 12–13, Our Products; pg. 28–32, Our Impact. See also responses to EN16, EN18, EN22, EN23 and EN24 below.
	Products and services	Partially	pg. 12–13, Our Products; pg. 28–29, Our Impact. See response to EN26 below.
	Compliance	Fully	We had no non-monetary sanctions and no cases brought through dispute resolution mechanisms. See response to EN28 below.
	Transport	Fully	<p>pg. 33, Our Impact. In 2013, our Scope 1 greenhouse gas (GHG) emissions from fleet vehicles were 1,193.10 metric tons of CO₂e.</p> <p>For one EU-based global customer, IFF conducted a joint logistics analysis of road transports and implemented changes which reduced trips by approximately 3%. Another example is how our Tilburg manufacturing facility reduced transportation requirements by delivering materials in bulk via tanker truck rather than in individual drums.</p>

G3.1 DMAS	DISCLOSURE	LEVEL OF REPORTING	LOCATION OF DISCLOSURE
Aspects	Overall	Fully	pg. 28–31, Our Impact. Environmental, health, and safety policies, procedures, and compliance oversight is the responsibility of our Global Regulatory Affairs group. The vice president of Global Regulatory Affairs reports to the chairman and CEO through the senior vice president and general counsel. Our director of sustainability reports to the president of the Fragrances business unit, who in turn reports to the chairman and CEO. The director of sustainability is responsible for finalizing and implementing our sustainability strategy, including environmental goals and targets, for both the Fragrances and Flavors business units.
<i>DMA LA - Disclosure on Management Approach LA</i>			
Aspects	Employment	Partially	pg. 64–65, Our People. See also responses to LA1 and LA2 below.
	Labor/management relations	Partially	IFF has collective bargaining agreements with 20 percent of its employees in 2013. See response to LA4 below.
	Occupational health and safety	Partially	pg. 28–29, Our Impact. See also responses to LA6, LA7 and LA8 below.
	Training and education	Fully	pg. 64–65, Our People. See responses to LA10, LA11 and LA12 below.
	Diversity and equal opportunity	Fully	pg. 64–65, Our People. See also response to LA 13 below.
	Equal remuneration for women and men	Partially	IFF is committed to the principle of providing equal opportunity for all employees. In direct support of IFF's Equal Employment Opportunity Policy, we recognize that it is good practice that pay be awarded fairly and equitably regardless of gender, race, color, creed, religion, sexual orientation, national origin, marital status, pregnancy, ancestry, age, political or religious opinions or affiliations, military or veteran status, record of conviction or arrest, protected disability, genetic characteristics or HIV status.
<i>DMA HR - Disclosure on Management Approach HR</i>			
Aspects	Investment and procurement practices	Partially	pg. 50–55, Our Sources. See also response to HR2 below.
	Non-discrimination	Fully	Pg. 66, Our People; pg. 88–89, Our Ethics; Codes of Conduct: http://phx.corporate-ir.net/phoenix.zhtml?c=65743&p=irol-govConduct
	Freedom of association and collective bargaining	Fully	pg. 82–83, Our Ethics. Our Global Procurement division oversees our supplier relationships, which cover issues of human rights, and our Vendor Code of Conduct sets forth our expectations for supplier performance. http://phx.corporate-ir.net/phoenix.zhtml?c=65743&p=irol-govConduct . See response to HR5 below.

G3.1 DMAS	DISCLOSURE	LEVEL OF REPORTING	LOCATION OF DISCLOSURE
Aspects	Child Labor	Fully	pg. 82–83, Our Ethics. Our Global Procurement division oversees our supplier relationships, which cover issues of human rights, and our Vendor Code of Conduct sets forth our expectations for supplier performance. http://phx.corporate-ir.net/phoenix.zhtml?c=65743&p=irol-govConduct . See response to HR6 below.
	Prevention of forced and compulsory labor	Fully	pg. 82–83, Our Ethics. Our Global Procurement division oversees our supplier relationships, which cover issues of human rights, and our Vendor Code of Conduct sets forth our expectations for supplier performance. http://phx.corporate-ir.net/phoenix.zhtml?c=65743&p=irol-govConduct . See response to HR7 below.
<i>DMA SO - Disclosure on Management Approach SO</i>			
Aspects	Local communities	Fully	pg. 28–31, Our Impact; pg. 51–53, Our Sources. See also response to SO1 below.
	Public policy	Partially	IFF does not lobby nor participate in public policy development independently. We work through both industry trade associations (IFRA, IOFI, etc.) or through our customers' trade associations. The core position of the industry is that our products are safe for their intended use. This assurance is determined through a science-based, safety risk assessment utilizing validated scientific methods and experts. There are no significant differences between our industry lobbying efforts and stated policies and IFF's goals or public positions. IFF does not make monetary contributions to political candidates or campaigns.
<i>DMA PR - Disclosure on Management Approach PR</i>			
Aspects	Customer health and safety	Partially	<p>pg. 12–13, Our Products. See also responses to PR3, PR5, and PR6. Our Global Regulatory Affairs department manages our product quality and safety approach and ensures that we are meeting all requirements of the many global regions where we operate. We monitor regulatory changes and work with our customers on issues that impact their products. Across our operations, more than 300 individuals directly support our product quality safety systems. However, we believe that product quality and safety are the responsibility of all of our employees. Continuous improvement of our processes is central to our culture, and the focus of every business activity, from creative design through procurement, manufacturing through customer service. Every IFF fragrance and flavor facility incorporates the necessary requirements of a number of internationally recognized quality systems, including:</p> <ul style="list-style-type: none"> • ISO 9001 (2000), the international standard for quality management • The Hazard Analysis Critical Control Point system, which provides a systematic approach to safety management • Good Manufacturing Practices • American Institute of Baking standards • All finished IFF products undergo final quality-control testing, which, depending on the product, might include sensory, analytical, and microbiological analysis.

G3.1 DMAS	DISCLOSURE	LEVEL OF REPORTING	LOCATION OF DISCLOSURE
Aspects	Product and service labelling	Fully	All of our products are subject to labeling requirements that vary by region, country, and industry. We fully comply with all regulatory requirements. IFF is adopting and implementing the Globally Harmonized System of Classification and Labeling of Chemicals, which provides a consistent approach to the labeling of the products we send to our customers. See responses to PR 3 and PR5 below.
	Marketing communications	Partially	We do not market nor advertise our products to consumers. Our flavors and fragrances are designed exclusively for our customers, in a business-to-business relationship. We do not sell products that are banned.

Standard Disclosures Part III:

Performance Indicators

INDICATOR	DISCLOSURE	LEVEL OF REPORTING	LOCATION OF DISCLOSURE
ECONOMIC			
<i>Economic performance</i>			
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Partially	pg. 1, Our Company; pg. 27–45, 2013 10-K, http://www.sec.gov/Archives/edgar/data/51253/000005125314000004/internationalflavors10k2013.htm
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Fully	pg. 5, From Our Chairman, pg. 28–29, Our Impact; pg. 47, Our Sources; pg. 17–18, 2013 10-K, http://www.sec.gov/Archives/edgar/data/51253/000005125314000004/internationalflavors10k2013.htm
EC3	Coverage of the organization's defined benefit plan obligations.	Fully	pg. 73–81, 2013 10-K, http://www.sec.gov/Archives/edgar/data/51253/000005125314000004/internationalflavors10k2013.htm
EC4	Significant financial assistance received from government.	Fully	IFF is a public corporation and does not receive material financial assistance from governments.
<i>Market presence</i>			
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Partially	pg. 72–75, Our People
ENVIRONMENTAL			
<i>Energy</i>			
EN3	Direct energy consumption by primary energy source.	Fully	pg. 32–33, Our Impact
EN4	Indirect energy consumption by primary source.	Partially	pg. 32–33, Our Impact
EN5	Energy saved due to conservation and efficiency improvements.	Fully	pg. 28–29, 32–33, Our Impact
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Partially	pg. 28–43, Our Impact; pg. 12–14, Our Products

INDICATOR	DISCLOSURE	LEVEL OF REPORTING	LOCATION OF DISCLOSURE
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Partially	Initiatives to reduce indirect energy consumption are pursued on a site level. On pg. 76, Talk to Ger, our facility in Tilburg, the Netherlands contracts trucking companies that commit to using efficient fuel. Other examples include, using electric trucks and forklifts instead of fuel at our Haverhill, UK and Hazlet, New Jersey sites.
<i>Water</i>			
EN8	Total water withdrawal by source.	Partially	pg. 34, Our Impact. In 2010, we used 8,401,880.51 cubic meters of water; 7,011,394.68 cubic meters of water in 2011; 6,126,971.66 cubic meters of water in 2012; and 6,021,604.23 cubic meters of water in 2013. We are working on expanding the scope of our reporting to include waste water and water use by type in the future.
<i>Biodiversity</i>			
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Partially	pg. 46–47, 49–51, Our Sources
<i>Emissions, effluents and waste</i>			
EN16	Total direct and indirect greenhouse gas emissions by weight.	Fully	pg. 33, Our Impact
EN17	Other relevant indirect greenhouse gas emissions by weight.	Partially	In 2012, IFF made efforts to better understand our Scope 3 indirect greenhouse gas (GHG) emissions. Our Scope 3: Upstream, Transmission and Distribution GHG Emissions from Fuel, Electricity, and Steam in 2012 was 34,976.70 metric tons of CO ₂ e and in 2013 was 35,805.77 metric tons of CO ₂ e. We are working toward expanding our understanding of our Scope 3 indirect GHG emissions.
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Partially	pg. 32–33, Our Impact. pg. 16–17, Our Products.
EN22	Total weight of waste by type and disposal method.	Partially	pg. 35, Our Impact. In 2010, we produced 22,736.20 metric tons of hazardous waste; 18,228.81 metric tons of hazardous waste in 2011; 15,667.56 metric tons of hazardous waste in 2012; and 15,818.64 metric tons of hazardous waste in 2013. We are working on expanding the scope of our reporting to include non-hazardous waste and waste by disposal method in the future.
EN23	Total number and volume of significant spills.	Fully	pg. 21, IFF 2013 Annual Report: http://phx.corporate-ir.net/phoenix.zhtml?c=65743&p=irol-reportsAnnual . As stated in our 2013 Annual Report we experienced no significant spills during 2013.
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Fully	pg. 35, Our Impact; We do not import hazardous waste from outside locations nor do we transport it from one IFF site to another. All of our hazardous waste is handled in accordance with country regulations.

INDICATOR	DISCLOSURE	LEVEL OF REPORTING	LOCATION OF DISCLOSURE
<i>Products and services</i>			
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Partially	pg. 16–17, Our Products; pg. 33, Our Impact
<i>Compliance</i>			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully	pg. 21, IFF 2013 Annual Report: http://phx.corporate-ir.net/phoenix.zhtml?c=65743&p=irol-reportsAnnual . According to our 2013 Annual Report, we had no non-monetary sanctions and no cases brought through dispute resolution mechanisms.
<i>Transport</i>			
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Partially	pg. 16–17, Our Products; pg. 32–33, Our Impact. In 2013, our Scope 1 greenhouse gas (GHG) emissions from fleet vehicles were 1,193.10 metric tons of CO ₂ e.
SOCIAL: LABOR PRACTICES AND DECENT WORK			
<i>Employment</i>			
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	Partially	<p>Company Profile; Global: 5,990 (Male: 3778, Female: 2212) NoAm: 1,421 (24% of total). Male: 62%, Female: 38% LatAm: 809 (14% of total). Male: 65%, Female: 35% GA: 1,738 (29% of total). Male: 66%, Female: 34% EAME: 2,022 (34% of total). Male: 61%, Female: 39%</p> <p>By employment contract: Global: Full-time Male: 3745 (62.5%) Part-time Male: 33 (0.6%) Full-time Female: 2020 (33.7%) Part-time Female+B158: 192 (3.2%).</p> <p>NoAm (% by region): Full-time Male: 875 (61.6%) Part-time Male: 0 (0%) Full-time Female: 543 (38.2%) Part-time Female: 3 (0.2%).</p> <p>LatAm (% by region): Full-time Male: 529 (65.4%) Part-time Male: 0 (0%) Full-time Female: 278 (34.4%) Part-time Female: 2 (0.3%).</p> <p>GA (% by region): Full-time Male: 1142 (65.7%) Part-time Male: 4 (0.23%) Full-time Female: 584 (33.6%) Part-time Female: 8 (0.5%).</p> <p>EAME (% by region): Full-time Male: 1199 (59.3%) Part-time Male: 29 (1.4%) Full-time Female: 615 (30.4%) Part-time Female: 179 (8.9%).</p>

INDICATOR	DISCLOSURE	LEVEL OF REPORTING	LOCATION OF DISCLOSURE
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Partially	<p>Companywide total turnover rate: 7.4%</p> <p>Companywide voluntary turnover rate: 4.7%</p> <p>Turnover and voluntary by region: NoAm: 7.2% - Vol: 3.9%; GA: 8.9% - Vol: 7%; EAME: 5.6% - Vol: 3%; LatAm: 9.3% - Vol: 5.7%</p> <p>Voluntary turnover by age and gender:</p> <p>NoAm (% by age group):</p> <ul style="list-style-type: none"> 20-30 Male: 6 (50%) - Female: 6 (50%) 31-40 Male: 6 (35.3%) - Female: 11 (64.7%) 41-50 Male: 14 (66.7%) - Female: 7 (33.3%) 51-60 Male: 3 (75%) - Female: 1 (25%) 61+ Male: 0 (0%) - Female: 2 (100%) <p>LatAm (% by age group):</p> <ul style="list-style-type: none"> 20-30 Male: 13 (61.9%) - Female: 8 (38.1%) 31-40 Male: 9 (60%) - Female: 6 (40%) 41-50 Male: 7 (77.8%) - Female: 2 (22.2%) 51-60 Male: 0 (0%) - Female: 1 (100%) 61+ Male: 0 - Female: 0 <p>GA (% by age group):</p> <ul style="list-style-type: none"> 20-30 Male: 24 (64.9%) - Female: 13 (35.1%) 31-40 Male: 29 (56.9%) - Female: 22 (43.1%) 41-50 Male: 13 (72.2%) - Female: 5 (27.8%) 51-60 Male: 12 (92.3%) - Female: 1 (7.7%) 61+ Male: 2 (100%) - Female: 0 (0%) <p>EAME (% by age group):</p> <ul style="list-style-type: none"> 20-30 Male: 9 (37.5%) - Female: 15 (62.5%) 31-40 Male: 10 (52.6%) - Female: 9 (47.4%) 41-50 Male: 7 (100%) - Female: 0 (0%) 51-60 Male: 3 (75%) - Female: 1 (25%) 61+ Male: 6 (85.7%) - Female: 1 (14.3%)
<i>Labor/management relations</i>			
LA4	Percentage of employees covered by collective bargaining agreements.	Fully	1,217 employees: 20% of 5,990 total
<i>Occupational health and safety</i>			
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Fully	Every IFF site has in place a safety committee that meets regularly. Some of these committees have both manager-level and employee members; others are made up of just management or just employees.

INDICATOR	DISCLOSURE	LEVEL OF REPORTING	LOCATION OF DISCLOSURE
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	Fully	<p>pg. 36, Our Impact</p> <p>In 2013: Total recordable accidents: 60 Total recordable accident frequency rate (per 100 employees): 0.89 Lost time Accident Frequency Rate (per 100 employees): 0.33</p> <p>Injury Rate (Total Recordable Accidents): Global: 0.56 per 100 employees. By region: North America (NA): 1.39 Latin America (LatAm): 0.32 India/Asia Pacific: 0.8 Europe: 1.07 AC Plants: 0.27 Creative Centers: 0.14 Sales Offices: 0.00</p> <p>Lost Day Rate (Lost Work Days): Global: 5.29 per 100 employees. By region: North America (NA): 14.85 Latin America (LatAm): 2.55 India/Asia Pacific: 8.39 Europe: 1.60 AC Plants: 2.01 Creative Centers: 3.43 Sales Offices: 16.01</p> <p>Fatalities: 0</p> <p>IFF does not currently track this data in the manner requested by GRI (Occupational Diseases, Absentee rate by region or globally employment type, Injury Rate or Lost Day Rate by gender) but we will continue to work toward developing a process for collecting the data in accordance with GRI requirements.</p>
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Partially	<p>Employees at IFF enjoy a comprehensive package of employee benefits, with some locations offering options relevant to their market conditions and local practices. As a company increasingly focused on providing products for our customers that promote health and wellness, we are likewise focused on promoting healthy lifestyles among our employees. In North America, for example, we offer a “For the Health of It” employee wellness program designed to promote and reward preventative care and healthy lifestyle practices and help reduce health costs for both employees and IFF. The program includes targeted behavior programs, health challenges, online health webinars and preventative care. To further encourage physical fitness and combat the negative impact of lifestyle diseases, the IFF Flavors Plant in South Brunswick, New Jersey, opened an expanded employee gym in 2012. Around the world, IFF sites have programs and activities, tailored to local needs, that encourage employees to take responsibility for their own fitness, health, and wellness. In South Africa we launched the “Ask Nelson, your friend in wellness” campaign in September 2012. This program gives employees and their family members access 24 hours a day / 7 days a week to a telephonic counseling service that can assist with financial advice, legal advice, stress, depression, relationships, and addictions as well as provide managerial support for managers who are struggling with any aspect of management. Many of our facilities around the world provide on-site dining experiences that offer healthy dining options with fresh fruits and vegetables. In the U.S. we offer an Employee Assistance Program (EAP) with counseling services for mental/emotional well-being, support services for families with child-care/substance abuse/elderly family health and/or lifestyle services, legal and financial services, tips and education for natural disaster support, seasonal healthy lifestyle choices, and other issues.</p>

INDICATOR	DISCLOSURE	LEVEL OF REPORTING	LOCATION OF DISCLOSURE
<i>Training and education</i>			
LA10	Average hours of training per year per employee by gender, and by employee category.	Partially	pg. 68–73, Our People. To date, we have not tracked total hours of training, but we are installing a learning management system that should enable us to report on this metric in the future.
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Fully	pg. 68–73, Our People. In North America we provide annual seminars on our 401(k) plans and associated issues related to retirement planning. Outplacement counseling services are provided to employees in the U.S. who are involuntarily separated from the company.
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Fully	pg. 72–73, Our People. 100% “eligible” employees (i.e., nearly all employees except those who are union members, or approximately 80 percent of our workforce) receive regular yearly performance appraisals. 75% of our employees had a defined development plan in 2013.
<i>Diversity and equal opportunity</i>			
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Fully	<p>pg. 82–83, Our Ethics; In 2013, IFF’s Board of Directors had 12 directors, four of whom were women.</p> <p>Breakdown of employees overall: NoAm: 1,421 (24%) – 62% Male – 38% Female LatAm: 809 (14%) – 65% Male – 35% Female GA: 1,738 (29%) – 66% Male – 34% Female EAME: 2,022 (34%) – 61% Male – 39% Female</p> <p>Breakdown of employees by age and gender:</p> <p>NoAm (% by age group): 20-30 Male: 93 (59.6%) - Female: 63 (40.4%) 31-40 Male: 153 (50.8%) - Female: 148 (49.2%) 41-50 Male: 274 (62.6%) - Female: 164 (37.4%) 51-60 Male: 284 (69.3%) - Female: 126 (30.7%) 61+ Male: 71 (61.2%) - Female: 45 (38.8%)</p> <p>LatAm (% by age group): 20-30 Male: 132 (64.7%) - Female: 72 (35.3%) 31-40 Male: 203 (63.2%) - Female: 118 (36.8%) 41-50 Male: 130 (67.4%) - Female: 63 (32.6%) 51-60 Male: 56 (68.3%) - Female: 26 (31.7%) 61+ Male: 8 (88.9%) - Female: 1 (11.1%)</p> <p>GA (% by age group): 20-30 Male: 309 (64.9%) - Female: 167 (35.1%) 31-40 Male: 422 (63.8%) - Female: 239 (36.2%) 41-50 Male: 294 (66.4%) - Female: 149 (33.6%) 51-60 Male: 109 (76.8%) - Female: 33 (23.2%) 61+ Male: 12 (75%) - Female: 4 (25%)</p> <p>EAME (% by age group): 20-30 Male: 172 (52.1%) - Female: 158 (47.9%) 31-40 Male: 348 (55.5%) - Female: 279 (44.5%) 41-50 Male: 387 (63.3%) - Female: 224 (36.7%) 51-60 Male: 267 (69.5%) - Female: 117 (30.5%) 61+ Male: 54 (77.1%) - Female: 16 (22.9%)</p> <p>IFF does not currently track this data in the manner requested by GRI (by minority group membership) but we will continue to work toward developing a process for collecting the data in accordance with GRI requirements.</p>

INDICATOR	DISCLOSURE	LEVEL OF REPORTING	LOCATION OF DISCLOSURE
SOCIAL: HUMAN RIGHTS			
<i>Investment and procurement practices</i>			
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	Partially	pg. 46–51, Our Sources; pg. 82–83, Our Ethics
<i>Freedom of association and collective bargaining</i>			
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	Fully	No IFF operations have been identified as at risk for prohibiting freedom of association or collective bargaining. Further, IFF requires that all of our vendors comply with our Vendor Code of Conduct which requires that vendors respect the right of their employees to form and join trade unions and to bargain collectively. Our Vendor Code of Conduct is updated periodically, distributed regularly and enforced through on-site audits of vendor facilities.
<i>Child labor</i>			
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	Fully	No IFF operations have been identified as having a risk for incidents of child labor. Further, IFF requires that all of our vendors comply with our Vendor Code of Conduct which requires compliance with appropriate regulations and guidelines regarding minimum legal age of employees. Our Vendor Code of Conduct is updated periodically, distributed regularly and enforced through on-site audits of vendor facilities.
<i>Prevention of forced and compulsory labor</i>			
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	Fully	No IFF operations have been identified as having a risk for incidents of forced or compulsory labor. Further, IFF requires that all of our vendors comply with our Vendor Code of Conduct which prohibits the use of involuntary labor of any kind, including prison labor, debt bondage, indentured servitude or forced labor. Our Vendor Code of Conduct is updated periodically, distributed regularly and enforced through on-site audits of vendor facilities.
SOCIAL: SOCIETY			
<i>Local communities</i>			
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Partially	pg. 49–55, Our Sources; pg. 82–83, Our Ethics; pg. 72–75, Our People

INDICATOR	DISCLOSURE	LEVEL OF REPORTING	LOCATION OF DISCLOSURE
<i>Public policy</i>			
SO5	Public policy positions and participation in public policy development and lobbying.	Fully	pg. 82–83, Our Ethics. IFF does not lobby nor participate in public policy development independently. We work through both industry trade associations (IFRA, IOFI, etc.) or through our customers' trade associations. The core position of the industry is that our products are safe for their intended use. This assurance is determined through a science-based, safety risk assessment utilizing validated scientific methods and experts. There are no significant differences between our industry lobbying efforts and stated policies and IFF's goals or public positions.
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Fully	IFF does not make monetary contributions to political candidates or campaigns.
SOCIAL: PRODUCT RESPONSIBILITY			
<i>Customer health and safety</i>			
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Fully	pg. 18–19, Our Products
<i>Product and service labelling</i>			
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Fully	All of our products are subject to labeling requirements that vary by region, country, and industry. We fully comply with all regulatory requirements.
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully	Our products are developed solely for the business-to-business market. Therefore, we do not have a system in place to measure satisfaction of the end consumer. However, we do have a robust system for measuring on-time performance (OTP) for all IFF shipping locations. If IFF does not meet the customer's first requested ship date, it is a penalty against the plant. OTP is a standard metric that is monitored daily by all facilities. Our customers track our performance and this is utilized during periodic performance reviews. IFF's Consumer Insights programs are designed to understand consumer experiences, preference, and the emotional bond between fragrances, flavors, and consumers. These insights drive us to create fragrances and flavors that people love, both within and across critical global markets.
<i>Marketing communications</i>			
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Fully	We do not market nor advertise our products to consumers. Our flavors and fragrances are designed exclusively for our customers, in a business-to-business relationship. We do not sell products that are banned.



External Assurance Statement

GRI Application Level: **B+**

"Executive Summary"

Scope of Assurance

ISOS Group ["Assurance Provider"] has been commissioned by the management of International Flavors & Fragrances, Inc. ["IFF", "Company"] to conduct a limited assurance engagement on its 2013 Sustainability Report ["Report"] for the period of January 1, 2013 to December 31, 2013. The scope of our assurance covered the GRI Standard Disclosures: Profile ["Subject Matter"], and a selection of the "GRI Standard Disclosures: Performance Indicators" ["Subject Matter"] for Environmental, Human Rights, Labor Practices and Decent Work, Product Responsibility, as related to IFF's operational control. All financial information already externally verified has been excluded from the scope of this engagement.

Objectives

The objective of the assurance engagement was to independently express conclusions on the Subject Matter as defined within scope, validate claims, and analyze the final presentation of disclosures in accordance with the Global Reporting Initiative's G3.1 Guidelines.

Criteria for Assurance and Level of Assurance

Procedures selected were based on the Assurance Provider's judgment and experience. The focus of all work performed was whether any matters have come to our attention causing us to believe that the material data found in IFF's 2013 Sustainability Report has not been prepared in accordance with the Global Reporting Initiative's G3.1 Guidelines, GHG Protocol, (WBCSD/WRI, 2004), ISO 14064-3:2006 ("Specification with Guidance for the Validation and Verification of Greenhouse Gas Assertions"), and in adherence to the AA 1000AS Principles of Inclusivity, Materiality and Responsiveness for underlying processes. A materiality threshold of 5% of the GHG emissions assertions was used for this review.

Methodology

To form our conclusions, we undertook the following activities: reviewed information management systems, procedures and controls relating to the collection, aggregation and reporting processes of the selected Subject Matter; performed process interviews with IFF's reporting team and data management partners to verify consistency in management approach for determining materiality, delegating reporting tasks, risk detection and internal quality control procedures; conducted online investigations of public records to determine legitimacy of IFF's assertions regarding performance; reviewed several drafts of the Report along with supporting evidence. A sampling of global sites required additional interviews and in-detail evaluation of supporting systems and original sources of data. The activities were performed during the period of Nov 2013 through May 2014.

Conclusions

Based on the assurance procedures conducted, nothing has come to our attention that causes us to believe that IFF's sustainability-related strategies and key performance indicators defined in the 2013 Sustainability Report are materially misstated. Therefore, we confirm that the GRI requirements for Application Level B+ have been met. IFF took immediate corrective action to address each issue identified by ISOS. In doing so, IFF has firmly demonstrated its commitment to driving sustainability excellence throughout the organization. Continued training of employees at the facility level to ensure their understanding of impacts defined by IFF, along with measures for minimizing random data entry errors and/or omissions will improve overall data quality and tracking mechanisms. Like many organizations, IFF has made significant strides to mitigate environmental impacts, while efforts to strengthen management tools on the social side of the Company's operations will bring balance to the sustainability program.

Statement of Independence

ISOS Group is an independent professional services firm that specializes in sustainability reporting under the Global Reporting Initiative (GRI) and providing external assurance services. The Assurance Provider's team members have not been involved in the development of the Report nor have they been associated with IFF's sustainability program, data collection, or processes. We conducted this assurance engagement independently and, to our knowledge, there has been no conflict of interest. ISOS Group ensures that the assurance team possesses the required competencies, maintained neutrality, and performed ethically throughout the engagement. Further information, including a statement of competencies can be found at: www.isosgroup.com.

Signed on behalf of ISOS Group

San Diego | May 7, 2014

Nancy Mancilla
Project Lead

Alexandru Georgescu
Quantitative Analysis Lead

Christina Schwerdtfeger
GHG & Environmental Analyst