November 2, 2026

Re: Update on the Sale of IFF's Food Ingredients Business – Upcoming Legal Entity Changes

Dear Valued Customer,

On May 29, 2026, International Flavors & Fragrances Inc. ("IFF") announced an agreement to sell its Food Ingredients business to funds advised by CVC Capital Partners. We remain on track. Subject to regulatory clearance, any required consultation procedures and other customary closing conditions, we expect the CVC transaction to close by the end of the second quarter of 2027.

To prepare for the separation, IFF is making changes needed to establish Food Ingredients as a standalone business and to support continued service to customers across the Company, including changes to some of our legal entities. Most of these changes take effect on February 1, 2027. Until the transaction closes, Food Ingredients remains part of IFF, and we continue to operate business as usual.

We recognize this represents a lot of change for you, and that some of it may require work on your side. In the coming months, we will follow up with additional communications to provide further details, including tax identification information, banking information, and product-to-legal-entity mapping for your account. To help ensure this transition is as easy as possible for you, our teams are building digital tools and resources to help you keep informed of these changes.

Because these changes may affect several teams in your organization, please share this letter with colleagues in procurement, accounts payable, customer service and any other functions that maintain supplier records or manage orders and payments with IFF.

What Is Not Changing

- Our products, quality standards, specifications, manufacturing sites and raw materials.
- Your agreed commercial terms.
- How you place orders and who you work with today. Your Account Manager remains your primary contact.
- Until you hear from us, please continue to use your current ordering and payment instructions.

What This Means for You

What changes for you depends on which IFF products you buy and which IFF legal entity you buy them from:

- **No change:** many customers buy from legal entities that are not changing. If so, no action is needed.
- **Legal entity change:** if your supplier entity is listed in Appendix A or B, the entity name and related details (such as address, tax/VAT ID and bank details) may change on your invoices and documents, but only for the products of the business that is moving to the new legal entity.
- **Split purchases:** if you buy both Food Ingredients products and other IFF products from the same entity today, those purchases will be handled by two different entities after February 1st. We will provide product mapping information to help you identify which products go where.

To help you find your products, the attached appendices show our brands by business and the legal entities that are changing: Appendix A for Food Ingredients and Appendix B for Health & Biosciences.

Important: The change depends on the product, not just the legal entity

Each existing legal entity listed in the appendices will continue to exist and keep selling, but only for one business. Depending on the brand you buy, your products will either stay with your current legal entity or move to the new one.

Appendix A (Food Ingredients): Food Ingredients products move to the new legal entity. The existing legal entity stays with IFF and continues to sell IFF products, such as Health & Biosciences.

Appendix B (Health & Biosciences): Health & Biosciences products move to the new IFF H&B legal entity. The existing legal entity transfers with Food Ingredients and continues to sell Food Ingredients products.

Before you update purchase orders, vendor records or payment details, please check the brand and business for each product you buy. Our product mapping tools will confirm which legal entity supplies each of your products.

Your Agreements

If the legal entity you buy from is changing, your agreements and commitments, including any open orders, will move with your products to the new legal entity shown in Appendix A or B. This takes effect February 1, 2027 or another date we confirm with you in writing. Please consider this letter as a notice of that assignment.

You may need to make some changes on your side, such as updating your supplier records and/or updating invoicing and payment details or re-issuing open purchase orders. We will send you the information you need ahead of time and work with you to keep your supply running smoothly.

If an agreement or commitment covers both Food Ingredients products and other IFF products, only the part covering the moving products will transfer to the new legal entity. The rest stays with your current legal entity on the same terms. If your agreement requires any further step to transfer it, our Legal team will reach out to you separately.

Our Business

Throughout this process, IFF remains focused on serving customers and supporting business continuity. As we prepare for the separation of Food Ingredients following closing, we are committed to ensuring you continue to receive the customer service, quality and reliability you have come to expect from us.

Questions

As always, if you have any questions or concerns, we want to make it easy for you to reach us. You can contact your Account Manager or Customer Service Representative directly or email **transition@iff.com**. We are here to help.

Finally, please make sure this letter reaches everyone in your organization who works with IFF, so your teams are aligned and ready for a smooth transition. For any future updates, your Account Manager will reach out to you. Thank you for your continued trust and partnership.

Sincerely,



Andres Muller, President
President, Food Ingredient



Leticia Gonçalves Lourenco
President, IFF Health & Bioscience

Appendix A – Food Ingredients Brands and Legal Entity Changes (effective February 1, 2027)

Only Food Ingredients products move to the new legal entity. The existing legal entity remains with IFF and continues to sell IFF products.

****Following completion of the intended transaction, Food Ingredients will manage the day-to-day operations of the new standalone company. Customer and supplier interactions, including billing and supply matters, will remain with Food Ingredients. CVC will not be a point of contact.***

IMPORTANT NOTE: Protein Solutions (SOLAE® portfolio, incl. SUPRO®, TRUPRO®, FIBRIM®, CENTEX®, CENERGY®, NURISH®, PROPLUS®), as well as **LEAGEL®, INVENTIVE, and TAURA,** are excluded from these Food Ingredients legal entity changes and remain unchanged.

BUSINESS UNIT	SUB-UNIT	BRANDS
Texturizing Solutions	SYSTEMS: Dairy, Frozen Desserts & Beverage	CREMODAN®, RECODAN®, AVICEL-PLUS®, VEGEDAN®, GELSTAR®, GRINDSTED®
	SYSTEMS: Bakery & Culinary	GRINDSTED® DaniBake, GRINDSTED® ProTex, GRINDSTED® FlexWhip, POWERFreeze, POWERFlex, POWERFresh
	Emulsifiers	DIMODAN®, PANODAN®, SOFT-N-SAFE®, CRYSTALLIZER, GRINDSTED®
	Seaweeds	GELCARIN®, VISCARIN®, SEAFLOUR™, PROTANAL®, MANUCOL®, SeaKem®, GRINDSTED®
	Pectin, LBG & Guar	MEYPRODOR®, MEYPROFIN®, MEYPRODYN®, LACTARIN®, LACTOGEL®, GRINDSTED®
	Cellulosics	AVICEL®, NOVAGEL®, SCANTISOL®, GRINDSTED®
Sweeteners, Fibers & Biopolymers	Sweeteners	XIVIA®, XYLITAB®, FRUCTOFIN®, LACTITOL, OSMOAID™
	Fibers	LITESSE®
	Biopolymers	RHODOPOL®, RHEOZAN®, GRINDSTED®
Food Protection	Antimicrobials & Fermentates	MICROGARD®, NISAPLIN®, NATAMAX®, NOVAGARD®, BIOVIA®, FERM

Food Ingredients brands impacted by 6 legal entity changes

FOOD INGREDIENTS LEGAL ENTITY CHANGES
Effective February 1, 2027

Current IFF Legal Entity	New Food Ingredients Legal Entity
Danisco Argentina S.A.	Ingredientes Danisco de Argentina S.R.L.
Danisco Canada Inc.	Danisco Ingredients Canada ULC
Danisco France SAS	Danisco Food Ingredients France SAS
Danisco (India) Private Limited	Danisco Food Ingredients Private Limited
Danisco Singapore Pte. Ltd.	Danisco Food Ingredients (Singapore) Pte. Ltd.
Danisco USA Inc.	Danisco LLC

Current IFF legal entities listed will remain part of IFF after February 1, 2027. Brands are shown at the registered-brand level; applicability varies by SKU and country.

Appendix B – Health & Biosciences Brands and Legal Entity Changes (effective February 1, 2027)

Only Health & Biosciences products move to the new IFF H&B legal entity. The existing legal entity transfers with Food Ingredients and continues to sell Food Ingredients products. Other changes **(implemented on February 1st),** including change of billing entity for Poland (from our German LE), for Malaysia (from our Singapore LE) **and for a number of other countries today invoiced from the Danish legal entity (from the manufacturing LE)** will be communicated directly to the impacted customers.

BUSINESS UNIT	SUB-UNIT	BRANDS
Health Sciences	Probiotics	HOWARU®, FloraFit®, THRIVE4U™, HOWARU® Pet
	Botanicals	CARE4U®
Food Biosciences	Dairy Cultures	YO-MIX®, CHOOZIT®, HOLDBAC®, PROBA™, Bulk Set, HOWARU®, DANISCO® VEGE, MARSHALL®
	Dairy Enzymes	NURICA™, BONLACTA™, GODO®, TEXSTAR™, ZYMSTAR™ GOS S, SUBLYME™, VERSILK™
	Bakery Enzymes	POWERBAKE®, POWERFRESH®, POWERFLEX®, POWERSOFT®, GRINDAMYL™, MAX-LIFE™, HPL, ENOVERA™
	Brewing Enzymes	AMYLEX®, LAMINEX®, ALPHALASE®, BREWZYME®, BCLEAR™, FOODPRO®
Animal Nutrition & Health	Feed Enzymes	Axtra®, Avizyme®, Porzyme®, Danisco® Xylanase, Phyzyme® XP, Omni-Bos™ PHY/CX, Valorase™, FoodPro®
	Direct Fed Microbials	Enviva®, Omni-Bos® CB/P169, Microtreat® P, Syncra®
	Betaine	Betafin®
Home & Personal Care	Laundry & Dish	PREFERENZ®, EFFECTENZ®, EXCELLENZ®, REVITALENZ®, MARVELLENZ®, SMARTENZ®
	Industrial & Textile	OPTIMASE®, PrimaGreen®, OPTISIZE®, PRIMAFAST®, NUTRISTIM®
	Biomaterials	LYRATURE™, AURIST®, NUVOLVE®
	Personal Care	GENENCARE®
Grain Processing	Biofuels	XCELIS®, SPEZYME®, DISTILLASE®, OPTIMASH®, SYNERXIA®, eBOOST®, FERMGEN®, FermaSure®, ACCELLERASE®
	Carbohydrate Processing	CLEARFLOW®, SPEZYME®, OPTIDEX®, OPTIMAX®, OPTIMALT®, CLARASE®, GENSWEET®, SPEZYME®, G-ZYME®, OPTIMASH®, VISCAMYL™, PROTEINASE™, STARGEN®, SWEETSPOT™,

All H&B brands tied to **22*** H&B legal entity changes

H&B LEGAL ENTITY CHANGES (21 shown)

Existing Legal Entity	New Legal Entity
Danisco Australia Pty Limited	IFF H&B Australia Pty Ltd
Danisco Brasil Ltda.	IFF H&B do Brasil Ltda.
Danisco (China) Co., Ltd.	Genencor Bioscience (Shanghai) Co., Ltd.
Danisco Colombia Ltda.	IFF H&B Colombia SAS
International N&H Denmark ApS	IFF H&B Denmark ApS
Danisco Malaysia Sdn. Bhd.	IFF H&B Malaysia Sdn. Bhd.
Danisco Czech Republic, a.s.	IFF H&B Czech Republic s.r.o.
Danisco Cultor (Switzerland) AG	IFF H&B Switzerland GmbH
Danisco (UK) Limited	IFF H&B UK Limited
Danisco Chile S.A.	IFF H&B Chile SpA
Danisco Sweeteners Oy	IFF H&B Finland Oy
Danisco Italy S.p.A.	IFF H&B Italy S.r.l.
Danisco Japan Limited	IFF H&B Japan G.K.
Danisco Nutrition & Biosciences Korea Ltd.	IFF H&B Korea Co., Ltd.
Danisco New Zealand Limited	IFF H&B New Zealand Unlimited Proprietary
Danisco Perú S.A.C	IFF H&B Peru S.r.l.
Danisco South Africa (Pty) Ltd.	IFF H&B South Africa (Pty) Ltd
IFF Nutrition and Biosciences Iberica, S.L.	IFF H&B Spain, S.L.
Danisco Mexicana S.A. de C.V.	IFF H&B Mexico, S. de R.L. de C.V.
International N&H (Thailand) Co., Ltd.	IFF H&B (Thailand) Co., Ltd.
Danisco Poland Sp. z o.o.	IFF H&B Poland sp. z o.o.

** 22 legal entity changes shown at right. Additional NewCo in process of formation (not shown): IFF Taiwan Limited. Existing entities transfer with FI at close; the new H&B entities are in place at stand (Feb. 1, 2027). Brands are shown at portfolio level and indicative of brands each entity sells (by SKU/country).*