



**INTERNATIONAL FLAVORS & FRAGRANCES INC.**  
**SPECIAL MEETING OF SHAREHOLDERS**  
**PRINCIPLES OF MEETING CONDUCT**

In fairness to all shareholders attending the Special Meeting and in the interest of an orderly and constructive meeting, the following procedures will apply. Please note that in order to submit questions or vote at the meeting, you must be a shareholder of record as of **July 13, 2020** (the “Record Date”) or hold a legal proxy. To vote or submit questions, please login to the virtual meeting as a shareholder by entering the control number found on your proxy card, voting instruction form or notice.

1. The proposals set forth in the proxy statement will be presented and discussed. The Agenda indicates the order in which matters will be presented at the Special Meeting.
2. You do not need to vote at the meeting if you have already voted by proxy. However, if you wish to change your vote, or if you have not voted, you will be given the opportunity to vote before the polls are closed.
3. Shareholders are limited to asking two (2) questions. Questions must be pertinent to the proposals being voted on at the meeting, and briefly stated. **The meeting is not to be used as a forum to present general economic, political or other views that are not directly related to matters properly before the meeting. Questions may not relate to pending or threatened lawsuits.** Once you have asked your question, please give other shareholders the opportunity to submit their questions. Questions from multiple shareholders on the same topic or that are otherwise related may be grouped, summarized and answered together.
4. If you have questions that are not related to the meeting or that are not of concern to the other shareholders, you may address those questions to Investor Relations.
5. For additional information that is of concern to a shareholder, please refer to the definitive proxy statement filed with the SEC on July 27, 2020, as amended or supplemented.
6. **RECORDING OF THE SPECIAL MEETING IN ANY FORM IS PROHIBITED.**
7. Attendees who fail to comply with these Principles of Meeting Conduct risk being removed from the meeting.