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## Frutarom's Foundations

Founded in 1933, Frutarom combined the cultivation of aromatic plants and flowers with the extraction and distillation of flavors, fine ingredients and essential oils.









# A Leading Fast Growing Global Flavor & Fine Ingredient House

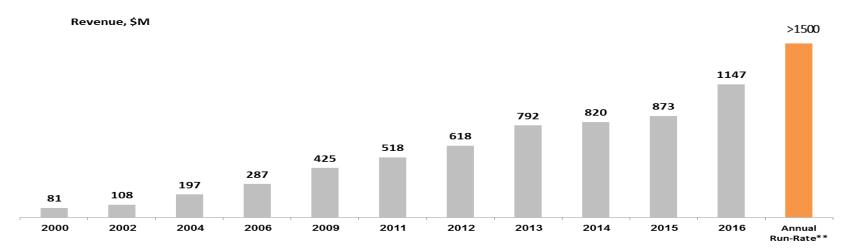


Broad Product Portfolio

Financial Success 2000-2016



- A Top 10 flavor house
- Sales in over **150** countries
- Over 30,000 customers
- 70,000 products
- Over **6,000** raw materials
- Innovative pipeline
- 14x growth in sales (CAGR 18%)
- 24x growth in EBITDA\*
- 35x growth in Net Profit\*
- Listed on London & TLV
   Stock Exchanges
- From \$13M to above \$5 B market cap

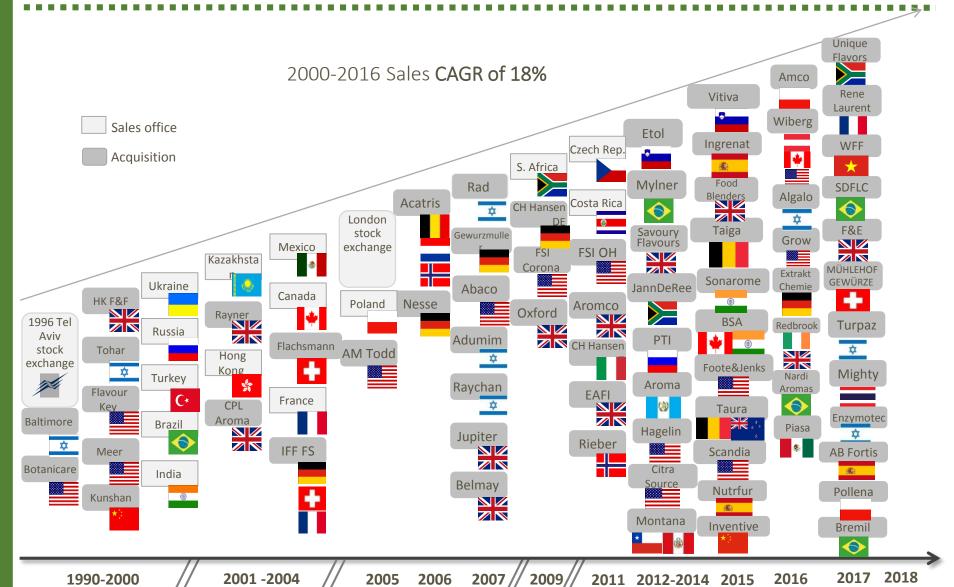


Excluding non-recurrent expenses

<sup>4</sup> 



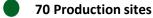
# Global Expansion throughout the years



## **Global Presence**





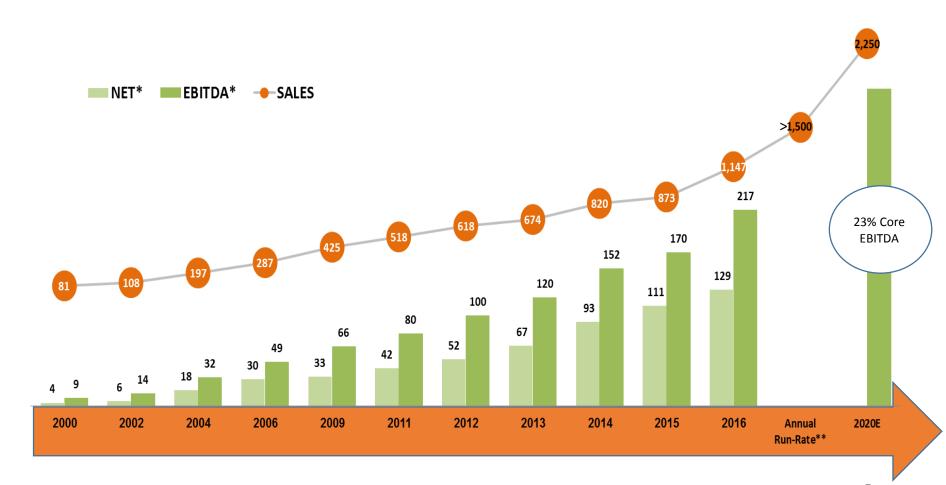


85 R&D laboratories

107 Sales & Marketing offices



# A Profitable Growth Story



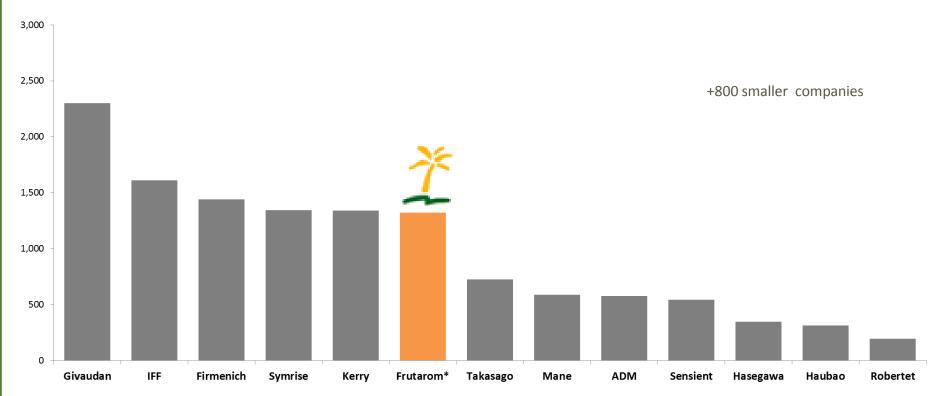
<sup>\*</sup> Excluding non-recurrent expenses

\*\* Following its accelerated internal growth and acquisitions made so far (including Mighty, Enzymotec and Bremil), Frutarom's annual sales run-rate already reaches above 1.5B\$



# A Top-Ten Flavor House

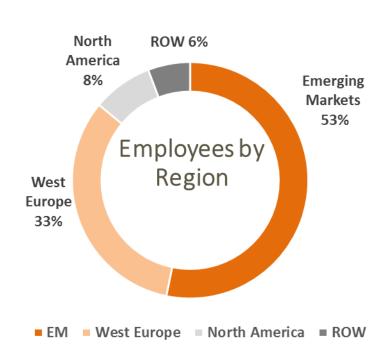
Estimated Sales of Flavors
US\$ M

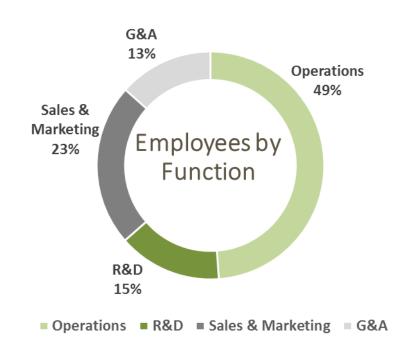




# Our Employees are the Key to Our Success

## ~5,500 employees worldwide









Following the accelerated profitable internal growth and 10 acquisitions made in 2017 Frutarom Revenues Run-Rate exceeds \$1.5 Billion





Above-industry Growth



Continue Margin Expansion





\$2.25 Billion in revenues in 2020



23% EBITDA in our core business by 2020<sub>\*</sub>

## **Strategic Focus:**

Unique
Offering
Natural & Clean Label

Taste & Health

More **profitable**segments

Customer Focus

Innovative solutions to MNCs

Local Mid Size & Private Label

Geographic Focus

Expand market share in North America

Accelerate growth in key Emerging Markets

Leverage
Cross-selling
Opportunities

Supply Chain
Optimization
Integration of
operations

Global Purchasing

10

<sup>\*</sup> Given current product mix





## **Growing Core Business**





- Unique, high quality creation of sweet and savory flavors for food and beverage
- Local and global tastes
- Value-added functional savory solutions for the food industry (snacks, meat, fish, ready meals, convenience food, organic, and culinary segments)
- Comprehensive sweet and savory food systems
- Unique technologies for fruit, spice,
   vegetable, meat and fish preparations





- Innovative, science-based health ingredients for phyto-pharmaceuticals, dietary supplements, functional food, infant & elderly nutrition, cosmetics & personal care
- Supporting the growing demand for natural health and beauty
- Specialty botanical extracts, distillates, essential oils and aroma chemicals
- Wide array of natural colors for food, beverage and cosmetics
- Natural anti-oxidants and anti-microbial.
   Biotechnology based products for natural food preservation and shelf life extension









# Sharing the

# Passion for Taste & Health











We develop tailored solutions combining excellent taste with **health and functionality** all under one roof



## **Consumer Trends**

## Health, Wellness, functional food

79% of consumers indicate that they actively make dietary choices to prevent health conditions such as obesity, diabetes and high cholesterol, but unwilling to forgo taste even for health...

#### **Growth Drivers**

- Aging and rising obesity
- Consumers' preference for Natural and Healthy
- Awareness and need for transparency
- Lifestyle & Income willingness to try new food
- Snacking and eating meals throughout the day
- Growing willingness to purchase Private Label

**Products** 

## Opportunities

- Avoidance Products ("Free-from"/"zero") or
   Moderation Products with "diet", "low", "less"
- Clean Label Products
- Natural and Organic products
- Positive Nutrition and Functional Food
- Healthier convenience food
- Growing market share in Private Label sector

### **Meeting Consumer Trends Through Artful Creation and Innovation**



## Food Industry Goes Natural







- Nestle USA removing artificial flavors and FDA certified colors from all Nestle chocolate candy by end of 2015
- Nestle UK removing all artificial ingredients from all its confectionary in the UK



- Removing artificial flavors from most products and replacing them with natural alternatives, as of this year.
- Removing artificial colors by end of July 2015.
- Replacing artificial preservatives and additives by end of 2017.



• Replacing synthetic colors and artificial preservatives from best selling classic Macaroni & Cheese starting 2016.



• Collaborating with Evolution Fresh to Let Simple Ingredients Shine in New Smoothies and Greek Yogurts, as customers are looking for foods with fewer ingredients that are minimally processed and taste great.



• Transforming to cleaner labels across all brands to meet consumer trends for food made with genuine, simple ingredients.



- aiming to stop using artificial colors and flavors in its cereals and snack bars by the end of 2018.
- growing pressure to remove synthetic ingredients from products due to health concerns



















# Strategically Positioned to meet Market Trends

Creation through Science and Innovation





# Frutarom - the Origin of Taste

## Not Just Great Taste - Pioneering Disruptive Innovation

# Aroma Solutions

From natural flavors to delivery systems

# Organic Flavors

**Certified** organic flavors

## Citrus Expertise

- Tree to Market Understanding
- Control of RM
- Strong Science

## Taste Enhancers

- Sweetness enhancers
  - Sodium enhancers

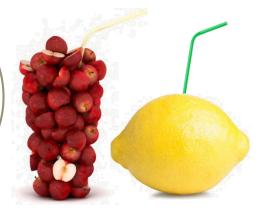


# Natural Fruit Ingredients

Specialty
ingredients through
innovative
technology

# FTNF & Beverage Base

- Growing consumer demand
- Citrus expertise
- Clean label



Extensive global library of flavors developed with skill and passion over decades of artful creation



## Healthy and Tasty Success

Global manufacturer of natural, sciencebased and high quality ingredients for healthy nutrition and tasty solutions.

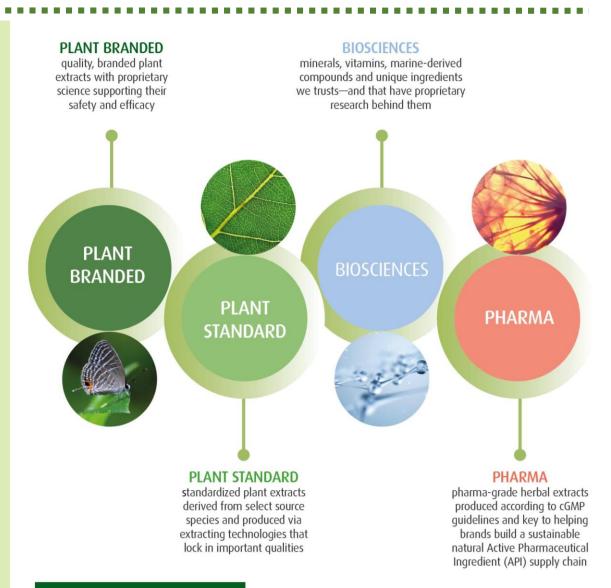
Innovative and market-oriented formulations, geared to growing markets like cognitive health, cardiovascular health and wellness.

### Concepts and healthy solutions for:

- FUNCTIONAL FOODS & BEVERAGES
- PHARMA
- DIFTARY SUPPLEMENTS

#### High Barriers to Entry:

- Highly Regulated –
- Driven by Science Long Term
- Long product lifecycles





## Natural and Clean Label trend drives Natural Color growth

Natural food color market is expected to reach \$1.7B by 2020 at an annual growth of 6-7%\*

Two Domains of Expertise in natural Colors: Pigments Extraction and Formulated Solutions

#### Primary extracts



#### Clean label range (E-number free)



Frutarom is Strategically positioned to serve this fast growing market:

- Strong R&D and cutting-edge technologies to provide a wide array of natural colors for food & beverage and cosmetics
- Over 15 years of experience in all development processes (aqueous and solvent extraction)
- Efficient supply chain integration
- Offering a **full solution** of Flavor & Color
- Strengthening position with **recent** acquisitions of Montana Food, **Ingrenat** and **Vitiva** and leveraging cross selling.

<sup>\*</sup> Sources: NATCOL – Natural food Colors Association, NBJ's Nutritional Raw Material & Ingredient Supply Report, FICCI -Global Nutraceutical Industry: Investing in Healthy Living, Canadean database, Frutarom estimations as of Oct 2016



## Natural Solutions for Food Protection – the Natural choice

Market trend pushes for more **Natural and Clean Label** products - the need for **Natural Ingredients** is **rising** 

Leading Market
Position

Natural Ability to Improve Shelf Life

Clean Label

Consumer Demand for Natural Solutions Regulations tighten

Market Growth Rate of nearly 6%\*

- Offering a Full Solution of Taste & Food Protection
- Unique capabilities to balance off-taste with Flavor
- Significant potential in the Pet Food and Feed industries
- Growth potential in emerging countries
- Strengthening Strategic Position with recent acquisitions of Vitiva, Ingrenat and Nutrafur
- Leveraging Cross Selling

<sup>\*</sup> Sources: NATCOL – Natural food Colors Association, NBJ's Nutritional Raw Material & Ingredient Supply Report, FICCI -Global Nutraceutical Industry: Investing in Healthy Living, Canadean database, Frutarom estimations as of Oct 2016



# Backward Integration Projects – Direct Sourcing with Farmers

#### **Annatto Plantations in LATAM**



Seeds used for natural food coloring

# Harpagophytum (Devil's claw) in Namibia



Used for the production of EFLA® pharm devil's claw extract, an API for joint health

#### Algae Farms in Israel



Developing cosmetics, natural food colors and food supplements unique solutions

#### Oat in Poland



Extract helps to improve overall mental fitness/ enhances cognitive function

#### Rosemary Plantations in Spain



Rosemary, as powerful natural antioxidant for food & beverages

#### Fenugreek in India



Extract, as a natural and safe alternative to pharmaceutical heartburn medications



# Frutarom's Natural Offering: Fully Integrated Solutions













Agriculture

R&D

Plants extraction & bioscience

Formulation

**Applications** 

Global value chain

Globally Managing Fully Traceable Value Chain, from local agriculture to final application

Accessibility to strategic raw materials enhances our Affordable Natural Offering of Flavoring and Health

Ecofriendly practices in agricultural and production processes as core part of our Sustainability Approach

## Customer in the Centre



## **Building a Fragrance Arm**

## Strategy

- Fragrances market is valued at USD 13B\* and is synergetic to the flavors market in terms of raw materials sourcing and production processes
- Frutarom aims to leverage its global infrastructure to gradually developing a global footprint in fragrances with focus on:
  - Growing Emerging Markets
  - Local and Mid-size Customers
  - Developing cross-selling opportunities also with cosmetic and specialty fine ingredients customers
  - Small and Mid-size M&A Targets Strong Pipeline is underway
  - Profitability target in line with current core activities margins

## **Current Business**







## Growing Mid-Sized Food & Beverage Market

## New Mid-size & Local Companies Emerging

- Growing Private Label Sector
- Developing Markets

Fragmented market

**Service Expectations** 

### The Global Food Market

(% of Market Share)





## F&F Market Fragmented But Consolidating

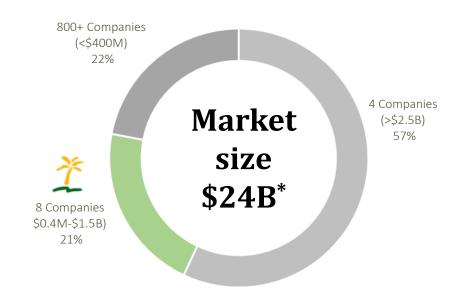
### The Global F&F Market

(% of Market Share)

Large F&F players with full service platform, focused on top multinational customers

Many small niche companies with limited service capability and regional focus only

Few mid-sized players with both regional strength and global platform





#### Natural Fine Ingredients for Natural Colors, Natural Food Protection & Natural Health ingredients

#### **Health Ingredients**

Market Size ~ 2.5B\$

CAGR ~6.5%

Pharmaceuticals,

Nutraceuticals, Cosmetics
and Functional applications
Diversified market with
~45% share in the emerging
markets



Total Estimated Market size of 4.5B\$\* Natural Colors
Market Size ~ 1.3B\$
CAGR ~6-7%
~65% of the market
comprised of local
& mid-sized players

## Natural Food Protection

Market Size ~ 0.7B\$

CAGR ~6%

Main catalysts for growth are the

European & US

markets

Strategic Project to Grow Market Share

<sup>\*</sup> Sources: NATCOL – Natural food Colors Association, NBJ's Nutritional Raw Material & Ingredient Supply Report, FICCI -Global Nutraceutical Industry: Investing in Healthy Living, Canadean database, Frutarom estimations as of Oct 2016



## Private Label – Mid-Sized and Local

- Substantial Market Share in EU
- Growing Penetration Rate in US
- High Growth Potential in Emerging Markets



Value share of Private label averages 35% in Europe



Private label accounts for \$1 of every \$3 spent in the consumer packaged goods (CPG) market in Europe



Growth in Private Label Sector in India between 2012-2014



Value share of Private Label still below 5% in Key Emerging Markets (such as China, India and Brazil) —Substantial Growth Potential



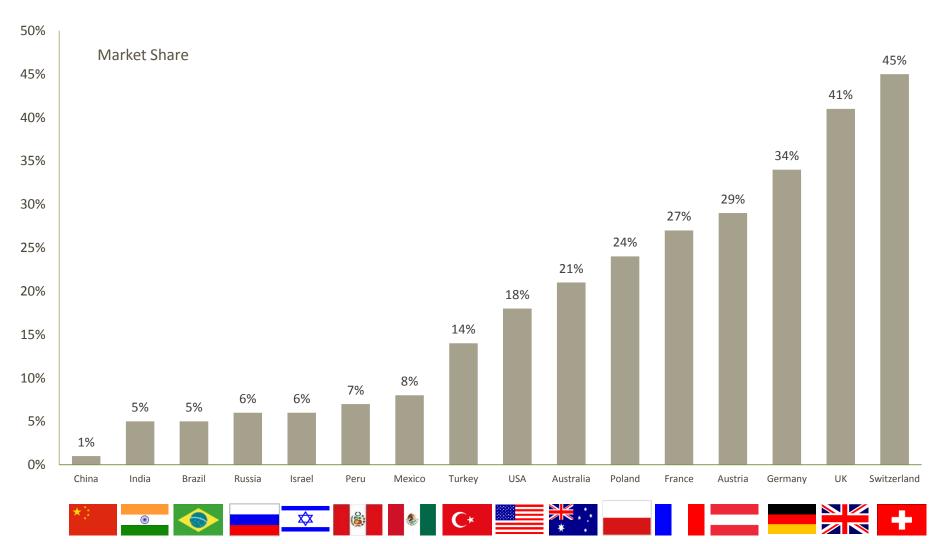
Of consumers say buying private label makes them feel like a smart shopper



Of consumers believe private label offers extremely good value for money



# Private Label – Mid-Sized and Local



Source: The Nielsen Company, November 2014





## Accelerated Growth and Gain of Market Share in North America

Additional substantial foothold through the acquisition of Hagelin (2013)

- Lucrative beverage market
- Diversified customer base
- Technological know how

**Acquisition of CitraSource** (2014)

**Citrus** capabilities and leadership Presence in Florida

**Acquisition of** BSA (2015) Savory position in North

America

**Acquisition** of Scandia (2015)Citrus Expertise

Acquisition of Grow (2016)position in Supplement and Nutraceutical market

**Acquisition** of Wiberg (2016)Savory position in North America

**Strengthening US** presence through strategic acquisitions

- Flavor **Specialties** in the West Coast in 2009
- Flavor Solutions in Cincinnati in 2011



## Accelerated Growth in Emerging Markets

#### Asia



- Acquired Mighty in Thailand
- Acquired WFF in Vietnam
- New State-of-the-art plant in China
- Acquisition of Inventive in China & Hong Kong
- Acquisition of Sonarome and BSA in India
- Expanded R&D and sales force in China, Indonesia, Philippines, Thailand, Vietnam, Sri Lanka and India

#### **Central & South America**



- Acquired SDFLC and Bremil in Brazil
- Acquired Piasa in Mexico
- Acquired Mylner and Nardi Aromas in Brazil
- Acquired Aroma in Guatemala
- Acquired Montana in Peru and Chile
- Evaluating strategic acquisition opportunities

## East & Central Europe



- Market leadership in Central and East Europe
- Acquired Pollena Aroma in Poland
- Acquired Etol in Slovenia and PTI in Russia
- Acquired Amco in Poland
- Wiberg acquisition contributes to strengthen market leadership
- One of the only global players with major production sites in Russia and Central Europe

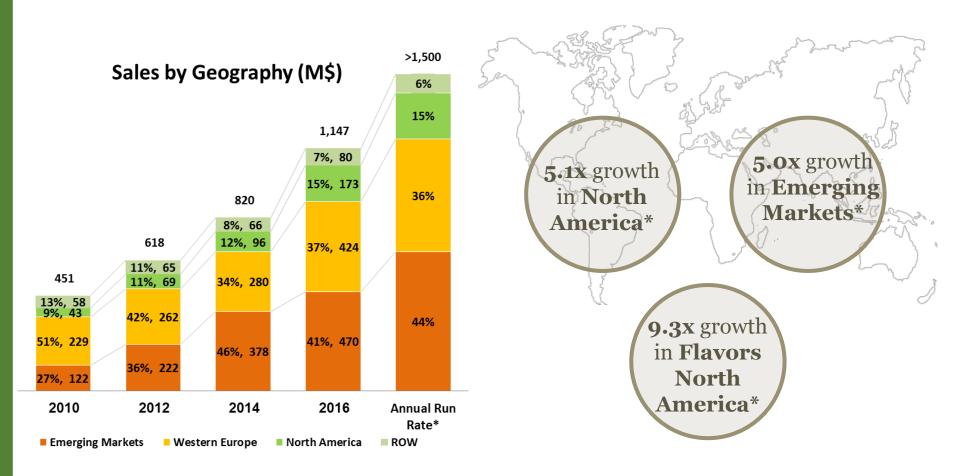
#### **Africa**



- Acquired Unique Flavors in South Africa
- New State-of-the-art plant in South Africa
- Fast growing operation, reinforced by JannDeRee, Hagelin, Sonarome and Unique acquisitions
- Enhanced R&D and sales force in fast growing markets (Kenya, Nigeria etc.)



# Above Market Growth in North America & Emerging Markets

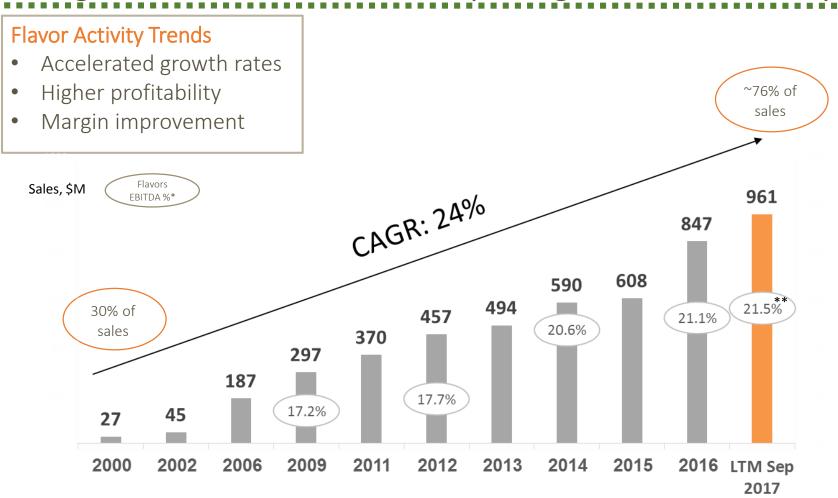




## Flavor Division



# Growing Faster than Market While Improving Profit & Profitability



Major contributors to growth in Profit & Profitability:

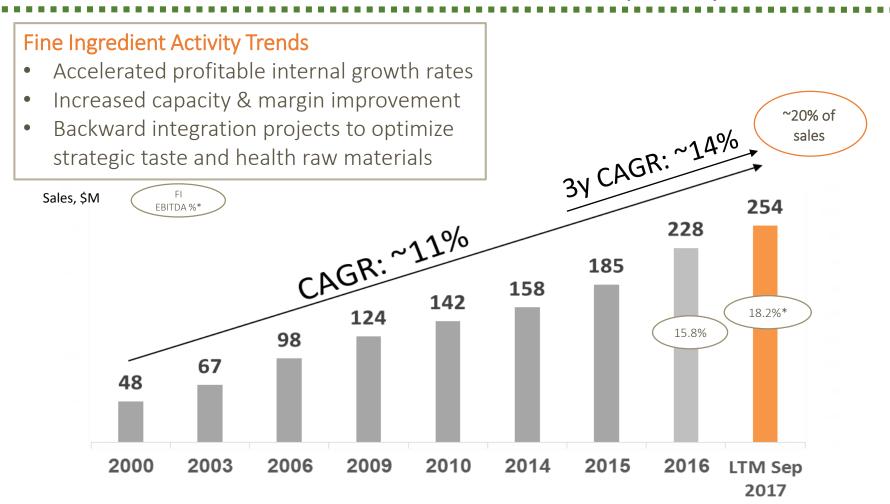
- Above market organic growth rate
- Successful integration of recent acquisitions
- Exploiting operational efficiencies

<sup>\*</sup> Net of non-recurrent expenses

<sup>\*\*</sup> As of 9M/2017



# FI Division – Accelerated Growth with Focus on Specialty Natural Offering



## Major contributors to growth in Profit & Profitability:

- Expanding offering into growing fields of desirable natural ingredients (natural colors, natural food protection and health ingredients)
- Successful integration of recent acquisitions

Leveraging operational efficiencies and creation of centers of expertise in plant extraction

<sup>\*</sup> Net of non-recurrent expenses

<sup>\*\*</sup> As of 9M/2017



# Frutarom's Strategy: Clear Focus Going Forward

#### **Profitable Internal Growth**



- Developed markets (Europe and USA)
- Emerging markets (Asia, LATAM, Central and Eastern Europe, Africa)



- Mid-sized and local
- Private label
- Multinational



- Natural Flavor Solutions (extracts, fruit bases specialty, essential oils)
- Natural Health Solutions /functional food ingredients
- Natural Color Solutions
- Natural Solutions for Food Protection
- Cost reduction solutions



- R&D and innovation internal and external
- ☐ Efficiencies, scale and synergies cross selling
- Experienced global management
- Customer-driven organization



# Frutarom's Strategy: Clear Focus Going Forward

Proven Acquisition Track Record of 69 Successful Acquisitions

- 31 companies acquired since the beginning of 2015
- 12 companies acquired since the beginning of 2017

#### **Strict Acquisition Criteria:**

- Highly valuable and experienced management and employees
- Acquiring new customers
- Market share gain
- Product portfolio expansion
- R&D capabilities and unique technologies
- Capacity expansion
- Cost reduction opportunities
- Positive impact on EPS

## Focus on Integration Execution

- Retaining Management and Customers
- Cross Selling Opportunities
- Optimization & Harmonization of Resources
- Global Knowledge Sharing
- Operational Streamlining
- Cost Reduction and savings

Accelerated Growth

Margin Improvement

Value Creation

# Realizing Strategy through Acquisitions



## **Geographic Focus**

## **North America** Hagelin hoodinflow

- Enhancing market position in the **US and EM**
- Expertise in Beverages

#### CitraSource



- Enhancing Citrus capabilities & leadership
- Presence in Florida World Center for Citrus

#### Scandia Citrus



- Enhancing market position in the US
- Expertise in specialty Citrus solutions

#### BSA B\$4 • ==

Canada, India

 Enhancing savory position in North America and India

## Wiberg | |



USA. Canada

• Enhancing savory position in **North America** 

## **Emerging Markets**

# Russia & CIS

• Savory Solution leadership position in Eastern Europe

**Amco** Poland Enhancing savory solutions

leadership in Eastern Europe **Aroma** Guatemala

Enhancing market position in

**Central America** 

Montana Food

Peru & Chile Enhancing market position in **LATAM** 

#### Sonarome



Enhancing market position in India and Africa

#### Inventive 🤝







Enhancing market position in Southeast Asia

#### Nardi Aromas NARDI



beverage flavoring in Brazil

#### Piasa Piasa

Savory solutions leadership in Mexico

Unique Flavors S. Africa





**SDFLC** Brazil **MIGHTY** Thailand



## **Natural & Healthy**

Continuing to improve product mix and **Enhancing position in Health & Wellness** 

#### Montana Food



Peru & Chile Enhancing market position in LATAM

#### Vitiva vitiva





Slovenia

Food protection Natural Colors **Health Ingredients** 

## Ingrenat INGRENAL



Food protection **Natural Colors** 

## Nutrafur Nutra fur



Specialty natural plant extracts for food, health and food protection

#### Extrakt Chemie extrakt



Pharma



#### CitraSource



- Enhancing Citrus capabilities & leadership
- Presence in Florida World Center for Citrus

## Scandia Citrus

- · Enhancing market position in the US
- Specialty Citrus solutions Expertise

## Taura TAURA



Belgium, New Zealand, Australia Enhancing market position in Natural Fruit-Based Ingredients and specialty solutions

## Inventive China



**Enhancing market** position in Southeast Asia

#### **Grow** USA



Biotechnology products for the supplement and nutraceutical market

#### Enzymotec Israel \*

Innovative specialty nutrition Solutions



- Strong management, R&D and sales
  - Additional improvement in margins
- Cross-selling opportunities
- **Optimization & Savings**



## **Resource Optimization**



- Several projects underway for optimization and margin improvement, including:
  - Reorganization of the production infrastructure of the Savory business in Europe following the Wiberg acquisition (Flavors Activity) is almost completed and will yield **annual savings of over US 12M**, major part of which are already started to be seen in 9M/2017 and the balance will be gradually reflected during the course of the coming months
  - Streamlining of the global production resources in the field of natural plant extracts (Specialty Fine Ingredients
    Activity), including the closure of Wadenswil site in Switzerland, is planned to yield annual savings of US\$ 6M, to be
    reflected during the course of Q1/2018
- Building and strengthening the global purchasing organization will contribute to improved competiveness, profits and profitability



## Positive Outlook for 2018 and Onwards



Focus on small, mid-size and private label customers with better organic growth rate than the MNC's

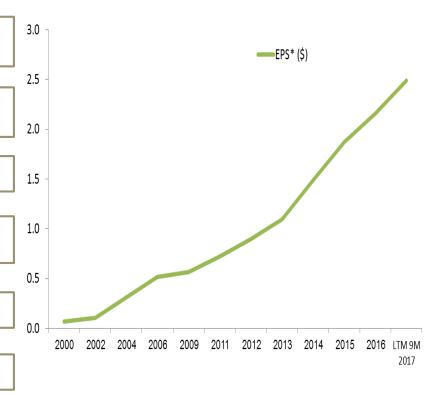
Focus on innovative, health & wellness oriented, natural product mix

Successful integration of the recent acquisitions

Additional projects to improve efficiency, merge activities and operations

Enhancing & leveraging global purchasing

Strong acquisitions pipeline





# Frutarom Is Increasing Its Strategic Goals







Combining rapid profitable organic growth with strategic acquisitions

\$2.25 Billion in revenues in 2020

23% EBITDA in our core business by 2020

;





# Frutarom Health Business



What we offer

Innovative and market-oriented ingredients geared toward growing markets, such as cognitive health, cardiovascular health and overall wellness

Concepts and healthy solutions for:



FUNCTIONAL FOODS & BEVERAGES PHARMA

DIETARY SUPPLEMENTS **COSMETICS** 

# Frutarom Health Business

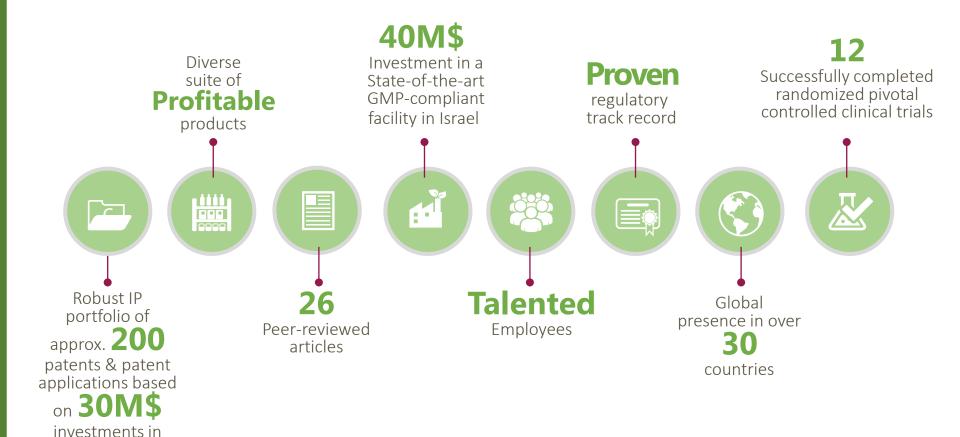
## FRUTAROM

#### Where we are



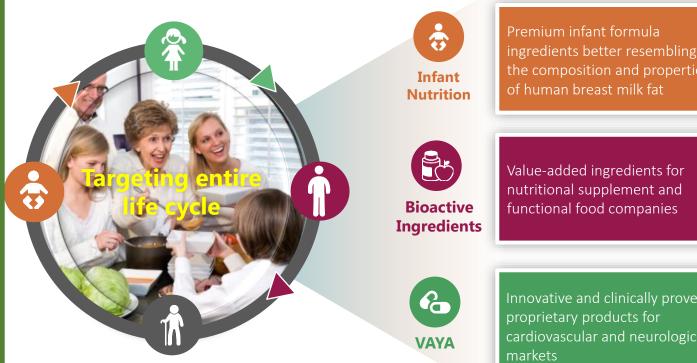
R&D







# Specialty Nutrition for Human Health



ingredients better resembling the composition and properties

Innovative and clinically proven cardiovascular and neurological





Vaya rin°

Vayarol®

Vayacog'

# Infant Formula Market: Key Growth Drivers



- Deepen our understanding of infant formulas, build related capabilities, and leverage strategic business development to expand pipeline (ingredients and formulas)
- Increase market share through global and local relations
- Develop strong relationships with local and global customers
- Launch new products and develop formulation capabilities
- Develop and acquire new clinically validated products

**135** million infants born annually

**\$41** billion retail value

45% from China

**Average Global CAGR: 10.02%** 

China's CAGR: 19.02%

SE Asia CAGR: 12.8%

USA CAGR: 2.72%

# Technological Advantage





# **Business Update**



- In January 2018 Frutarom completed Enzymotec Acquisition
- Krill Oil Business, which was not core activity for Frutarom, was sold for USD 26.4M
- Net investment made for 100% of Enzymotec stands at approx. USD 180M\*
- Frutarom implements its plan for the full merging of Enzymotec, acceleration of its growth and significant improvement to its profitability
- Measures are being implemented in the field of Medical Foods (VAYA Pharma) which will contribute to significant cost savings and accelerated growth
- Infant Nutrition (InFat) started 2018 on a positive note with the support of new regulatory guidelines in China which provide an advantage to leading international and Chinese infant formula manufacturers, many of whom are important customers of Enzymotec
- An excellence center for R&D and innovation will be established at Enzymotec's plant in Migdal Ha'Emek

