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President's Letter

Dear IOFI Colleague:

In Vienna at the October IOFI General Assembly, I assumed the IOFI presidency. It is an honor to take the reins from my predecessor Hans Holger Gliewe. On behalf of the Board, I would like to extend our sincere thanks to Holger for his leadership and commitment. He has lived the IOFI mission with a high level of passion and dedication and encouraged industry colleagues around the globe to do the same. We are happy that he will continue on the Board representing Symrise.

As the first IOFI president coming from the ranks of the Ordinary Association members, I am most appreciative of the support from the FEMA Board and the confidence they have in me as their delegate. I am equally thankful for the support from my fellow Board members. Serving on the Board for many years and more recently as treasurer and vice president has provided me with good insight into the opportunities and challenges facing our industry. While both have never been greater, I also believe the organization has never been better equipped at the committee, Board and Secretariat level to advance our strategic mission.

Our meetings recently in Vienna confirm this. In attending the Regulatory Advisory and Advocacy Committee (RAAC) meeting, I was impressed once again with the expertise and level of effort of the RAAC members and Secretariat staff as they monitored regulatory developments worldwide and developed specific action plans to address situations where global support or coordination with regional efforts was required.

My time in the IOFI Communication Board (ICB) meeting showed me that we have harnessed some of the best communication talent in the industry. Even this early in the



ICB's development, it is clear that the team is working well together and has made good progress. One example is the IOFI Member Acquisition Pack (see page 7), a tool that I and other Board members have already used in outreach to potential new members. The ICB has also put together a compelling plan for external communication about our industry in order to address awareness gaps among key stakeholders.

Following the committee sessions, we had a streamlined Board meeting during which we reviewed the results of a "heat map" exercise that helped us prioritize issues for our strategy development. We also discussed and decided on science, advocacy and communications matters.

We capped off the week with a newly formatted General Assembly meeting. After the statutory session with decisions taken on Board recommendations and brief committee reports, we welcomed two guest speakers, Ragnar Löfstedt

of King's College London and Jacques Rousseau of the University of Cape Town. We look forward to next Spring's GA in New Jersey for a continuation of this successful meeting format.

As an involved IOFI member, I encourage all of you to be the same. We are part of an exciting and critically important industry. Please take the time to learn more about IOFI and what we do to provide global leadership in the world of flavorings. Look for opportunities to give back by sharing your expertise in local, regional and global committee assignments. And if you are already involved, please share with your coworkers and colleagues the great dynamic that exists in IOFI meetings.

In closing, I'd like to thank our dedicated Board and committee members for their tireless efforts on behalf of the industry. Thanks also to IOFI Executive Director Sven Ballschmiede for all of his fine work during the first six months in his new position and to the Secretariat staff who made the time in Vienna both effective and memorable.

Sincerely,

Howard Smith, Jr.
IOFI President



IOFI Board, October 2016: Front row, from left: M. Graber, President H. Smith, Jr., H. H. Gliewe, Vice President M. Haeni. Back row: D. Wilkes, H. Okamura, A. Figueiredo, Treasurer K. Somekawa, J. Mane, C. Millington, Executive Director S. Ballschmiede.

Q&A with New IOFI President Howard Smith, Jr.

New IOFI President Howard Smith, Jr. is a fourth generation flavor executive and president of Virginia Dare, headquartered in Brooklyn New York and founded by his great-grandfather in 1923. As the first-ever association delegate to become IOFI president, Smith has served the organization for many years as an IOFI Board member, IOFI vice president and treasurer. No stranger to giving back to the industry through association work, Smith is also the fourth member of his family to have served as FEMA President (2008-2009), following in the footsteps of his paternal forebears.

IOFI Insight: How has IOFI changed over the years?

Howard Smith: Having been involved in IOFI activities for almost ten years, the most significant change was the reorganization of the committee and Board structure a few years ago. The committees are highly functioning with good participation from industry experts from associations and companies around the world. The Board structure now consists of a smaller number of participants, but with equal representation of association and company members allowing for a range of participants from small- and medium-sized companies to the very largest – again with participation from all the major regions of the world.

Q: What is ahead for IOFI?

HS: IOFI is actively engaged in developing standards in emerging markets that will help the global flavor industry. This is a challenge and an opportunity both in working with government regulators and in developing local associations that will someday be a part of the IOFI family. IOFI continues to invest in the science supporting the safety of our products, utilizing new approaches to the safety assessment process. We are also investing in our communications effort so that we can tell our story effectively to important stakeholders including consumers, non-governmental organizations (NGOs) and regulators.

“The IOFI structure not only allows but encourages participation from a range of industry participants.”

– IOFI President Howard Smith

Q: You have always “given back” to this industry, through your association service. What would you say to other companies in the IOFI network about volunteer service?

HS: I started association activity as FEMA committee volunteer many years ago. That led to committee chair responsibility, FEMA Board activity and IOFI Board participation. But there are many paths to association activity. Most important is that there is company support for our industry volunteers.

While we have great staff support, the committees do the heavy lifting of the association and are critical in executing our objectives. Committee service provides the opportunity to make a real difference as well as grow professionally through interaction with industry colleagues.

Q: Like many IOFI member associations, FEMA has many strong small- and medium-sized companies that are part of the IOFI family through their FEMA membership. What does IOFI offer to SMEs in the US and around the world?

HS: IOFI has talented and committed volunteers at the committee and Board level from small, medium and large companies. The IOFI structure not only allows but also encourages participation from a range of industry participants. This benefits small- and medium-sized companies that may not otherwise have access to the global perspective IOFI activity affords thereby broadening the experiences of the participants whether the interest is in science, advocacy or communications.

Q: Any final thoughts?

HS: The IOFI Board and Secretariat are conducting a membership drive encouraging more companies and regional associations to join IOFI. For those who are already a part of the IOFI family, I urge you to make the most of your membership. We extend our thanks to those who are already actively engaged in IOFI committee work. For those who are considering contributing more, I encourage you to get involved and be an active part of this great organization.



Howard Smith joined the RAAC meeting in Vienna. Front row from left: H. Smith, Jr. Chair U. Woelke, Vice Chair V. Alvarez-Saavedra, D. Tonucci, H. H. Gliewe. Back row: S. Ballschmiede, J. Yi, S. Taylor, F. Sekiya, J. Verhoeven, M. Raukko, L. Liu, L. Hopkinson, T. Cachet, G. Durand, J. Demyttenaere, V. Nirmalchandar, J. Dekker, K. Saito.

General Assembly Report



During its 54th meeting in Vienna, the IOFI General Assembly, comprised of voting members from around the world, conducted its statutory session covering membership, finance and operating reports from the Board, Secretariat and the major committees for science, advocacy and communications. A summary of GA decisions is available in IOFI Information Letter #1576.

Conducting his last session as president, Hans Holger Gliewe provided a debrief of the prior day's Board meeting and gave a retrospective on IOFI's progress during his tenure (see page 17 for highlights). He complimented new IOFI Executive Director Sven Ballschmiede (below) for his energetic efforts since assuming his post in May and applauded both the horizontal integration of the three major committees and IOFI's positive interaction with the regional associations.





Ballschmiede provided a summary of the IOFI “roadmap” to date. He discussed current challenges in perceptions about the industry and the changing regulatory environment that affects short- and long-term business strategies. Ballschmiede noted that to achieve a neutral environment allowing sustainable growth for the sector will require that IOFI “adapt our strategies from a more defensive mode to a dynamic, proactive mode.”

He updated the GA on a strategy session held in Mechelen, Belgium in September 2016 during which the IOFI committee chairs for science, advocacy and communications and the Secretariat staff developed a consolidated “heat map” for IOFI. Ballschmiede explained that “Committee members had provided their chairs with input; when we aggregated the results, there was a significant overlap in what we call the ‘top left’ box – indicating high priority and high impact actions.” Much of the work for the coming year will be to deploy IOFI expertise and knowledge to address deficits in awareness about flavorings and the rigorous science and advocacy IOFI employs to support the safety of the industry’s materials.

Ballschmiede identified key features of the IOFI strategic roadmap including a “holistic approach, rather than silo mentality;” these include a joint steering committee comprised of the three main committee chairs and staff who will join Ballschmiede in monitoring and adapting efforts; process optimization and subsidiarity whereby work will be optimally shared among the staff, committees and regions; a six-step advocacy program that will include more stakeholder perceptions in the development and implementation of activities; an enhanced communication program developed by the new IOFI Communication Board; and the allocation of resources – financial, people and volunteers – to make it all happen.

In closing, Ballschmiede noted that immediate next steps include “redefining the IOFI vision, mission and strategic objectives, developing concrete plans from each committee in support of IOFI priorities, launching the steering committee and transitioning from the ‘old way of thinking’ to this new integrated approach.”

After reports from the chairs of the RAAC, ISB and ICB (see pages 5-6), the General Assembly approved the nominated slate of new officers for the next two years. They are President Howard Smith, Jr. (FEMA, Virginia Dare),

Vice President Mathias Haeni (IFF), and Treasurer Kenichi Somekawa (Takasago). Smith concluded the statutory session with a few words acknowledging his appreciation for the FEMA and IOFI Boards as he assumes this role.

For the first time, the IOFI GA featured external speakers, Ragnar Löfstedt of King’s College, London and Jacques Rousseau of the University of Cape Town. Löfstedt presented “*Brexit and the possible wide impacts on evidence based and risk informed policy making*” and Rousseau discussed “*Public distrust of science: Facts may be facts, but perception is reality.*” Videos and slides from their presentations – and other highlights from this year’s General Assembly – will be available on the IOFI Member Network. Check out the links in the Breaking News Section.



After their presentations, Ragnar Löfstedt (left) and Jacques Rousseau entertained questions from the General Assembly attendees.



President H. Smith, Jr. presented H. H. Gliewe with a framed certificate commemorating his many contributions to IOFI during his presidency.

Visit the IOFI Member Network to see General Assembly presentations and more. Not a member? Go to www.iofi.org and request login access in the upper right corner. Make the most of your membership by staying informed!

Global Advocacy Advances



The IOFI RAAC met on October 11-12 in Vienna.

Following the Regulatory Advisory and Advocacy Committee (RAAC)'s meetings earlier in the week in Vienna, Chair Ute Woelke informed the GA about progress on key IOFI advocacy initiatives. With its observer status at the Codex Alimentarius Commission, IOFI has been successful in highlighting the need to harmonize Codex Commission on Food Additive standards and Codex Commission on Food Labeling standards. While discussions are ongoing, Woelke noted the need for IOFI to come up with concrete recommendations on terminology (e.g., flavor, flavoring, artificial/synthetic) that represent realities in b-to-b and b-to-c scenarios. The RAAC will analyze the regulatory environment worldwide and determine an IOFI position.

Woelke outlined the work of the new RAAC APAC Working Group. With representation from member associations FFAANZ (Australia, New Zealand), FFAS (Indonesia), KFFA (Korea), JFFMA (Japan), CAFFCI (China), AFFI (Singapore) and the IOFI India Task Force, this group will engage stakeholders regionally, identify issues and develop positions when needed for regulatory authorities in consultation with the RAAC. "We modeled this committee on our successful LATAM Technical Working Group (see page 9), Woelke reported. "We have had our first conference call and plan a face-to-face meeting in the first quarter of 2017." She noted that initial projects will include drafting objectives and terms of reference for the team.

She also reported on progress with the RAAC India Task Force, where collaborative work with local stakeholders is producing opportunities to share best practices with authorities as they update local regulations.

Woelke also reported on joint efforts between the RAAC and communication team to finalize a whiteboard presentation on flavorings with modifying properties that IOFI members may use with customer companies. "Our goal is to address the information needs of our customers," Woelke said. More details will be available by year-end.

ISB Report

IOFI Science Board (ISB) Chair Jürgen Schnabel presented an update of IOFI's ongoing science work. He described continued support of the EU testing program, specifically studies for the Union List footnoted materials (FGE 19-genotoxicity testing; Footnote 10, primarily toxicity) and a dossier on 2,4-Alkadienals submitted within the legal deadline.

Schnabel reported on other topics including progress on the revised Cramer Decision Tree that provides a way to estimate the toxicologic potential of flavorings. A related project analyzes the conclusions made by the Joint FAO/WHO Expert Committee on Food Additives (JECFA), the FEMA Expert Panel and the European Food Safety Authority (EFSA) to identify the most common NOEL/NOAEL (no observed (adverse) effect level) from testing data for flavorings in respective chemical groups.



ISB Science Board Chair Jürgen Schnabel presented at the General Assembly on October 13.

Schnabel also informed the group of the ISB publication plans for the coming year, with scholarly papers planned on the results of testing conducted for EFSA on the footnoted materials as well as the projects outlined above. "We also have joint meetings planned with regional association scientific experts – including one at the end of October with the FEMA Committee on Flavor Safety, and one with the Japan Flavor & Fragrance Materials Association to review developments in the New Japan 2 Program."



ICB Sets Objectives

During meetings in September and October, the IOFI Communication Board (ICB) developed the foundation for the IOFI communication plan. ICB Chair Jeff Peppet reported, "In Washington, DC in early September, our group conducted a 'heat map' exercise to identify the high impact, high importance items for our external communications effort. We also reviewed regional communication plans and developed criteria for managing communication crises."

After the Washington meeting, small teams within the ICB worked on specific objectives, strategies and tactics to support the overall plan. Once the ICB reviewed the plan in its October session, Peppet presented it to the IOFI Board and General Assembly in Vienna. "We have three objectives for 2017 that recognize our need to address external audiences in new and effective ways," noted Peppet. "They rely on leveraging regional work and being as consistent where we can in the ways we talk about flavorings." (See sidebar.)

"Much of our work has been tactical in nature since the ICB was formed in April of this year," said Peppet. "The planning process has allowed us to focus on longer term challenges for the organization." During the next few months the ICB will begin message development, identify content and channels for external communication including videos and social media initiatives, work with the Secretariat on IOFI's new logo and design and support enhanced member communication.

IOFI Executive Director Sven Ballschmiede is impressed with the team – and noted that he is not alone: "Visitors to the ICB meeting in Vienna noted the openness, creativity and enthusiasm of the group. We have high expectations of the ICB – and I know they will deliver!"

ICB Task Force to Focus on Internal Communication

At its October meeting, the IOFI Board approved the membership of the ICB's Internal Communication Task Force. With a goal of improving two-way communication with IOFI members, the team will share best practices from the regions and focus on the IOFI MN, *IOFI Insight* and more. Members are: Jimena Gómez de la Flor and Olivia Paessler (EFFA); Uma Parasar (IFF); Nita Nana (Givaudan); Fred Shinnick and Joanne Ferrara (FEMA); Alba Mendes (LATAM/Firmenich); Yoshiko Ohki (JFFMA) and Natalie Vantricht and Mary Treisbach (IOFI Secretariat).



The IOFI Communication Board met in Vienna on October 12. Seated (left to right): J. Gómez de la Flor, Chair J. Peppet, M. Treisbach. Back row: N. Vantricht, H. H. Gliewe, H. Smith, Jr., S. Ballschmiede, C. Witter, Y. Ohki, C. Brys, T. Cesario. Not pictured, K. Babbitt.



ICB Chair Jeff Peppet presented the IOFI Communication Plan at the GA.

2017 IOFI Communications Objectives

1. Demystify flavorings
 - Craft messages, supporting messages and proof points
 - Pro-actively tell the flavorings story
2. Establish IOFI and Regional Associations as go-to source for information and answers concerning flavorings
 - Create industry transparency
3. Establish ICB as a "clearing house" to leverage and amplify regional work
 - Preparing and sharing
 - Message consistency
 - Extend tactical reach

IOFI Launches New Tool to Attract Members

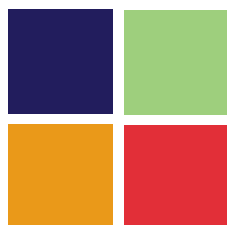
IOFI – GLOBAL LEADERSHIP
IN THE WORLD OF FLAVORS



IOFI has produced a comprehensive “Member Acquisition Pack” (MAP) to tell the organization’s story to potential new members. Entitled “IOFI – Global Leadership in the World of Flavors,” the digital publication takes the reader through the IOFI mission, strategic objectives and rationale for membership. Noted Executive Director Sven Ballschmiede, “The MAP was commissioned by the IOFI Board and was one of the first projects for our new IOFI Communication Board.” He added, “The publication has a fresh and inviting graphic design and is full of compelling reasons for companies and associations to join our global network.”

Topics covered include access to information like the IOFI Database and Global Reference List; the significant benefits of participating in IOFI committees and working groups; an update on the IOFI/IFRA Sustainability Charter to be launched in 2017; and a summary of recent IOFI accomplishments in science, advocacy and communications. The MAP also illustrates themes of global impact, reliable resources and mutual support and partnership throughout.

“We are adding a visual component to the MAP as well,” said Ballschmiede. “During the recent IOFI meetings in Vienna, our Board members spent some time in front of the camera, sharing perspectives on IOFI membership for a special video that will be available in November.” (See *photo to the right.*) For more details and to peruse the MAP, visit the IOFI MN.



Member Network Gets Visual

Many IOFI volunteers spend countless hours working on behalf of the industry. In fact, last year more than 150 volunteers from 23 countries participated in meetings and conference calls for 18 IOFI committees and task forces. Now IOFI members can see some of their colleagues at work. The IOFI MN now has photo galleries, with images taken at various meetings. Check them out today by visiting MN Breaking News and look for the meeting designation.



In Vienna, Thierry Cachet and Ute Woelke went on camera to talk about IOFI volunteers. Additional videos, including this one, will be available in the coming weeks on the IOFI MN.



Along with his colleagues, Board member Chis Millington participated in the Member Acquisition Pack video project.

WGMA Celebrates its 100th Meeting



WGMA Chair P. Liddle

On October 4, seventeen past and present members of the IOFI Working Group on Methods of Analysis (WGMA) met in Brussels. More than just the usual intensely technical meeting, this session marked a milestone for the group. “As IOFI’s longest running committee, we brought some of our corresponding or former WGMA members to join us for our 100th meeting,” reported WGMA Chair Peter Liddle. “We had a roundtable discussion on topics both historic and scientific.”

After a warm welcome from IOFI Executive Director Sven Ballschmiede, IOFI Regulatory and Advocacy Director Thierry Cachet reviewed some facts and figures. “This group has had over 60 volunteer members over the years,” noted Cachet. “The WGMA has produced 2,000 working papers to guide the membership and has had 40 papers accepted for publication, making these IOFI guidelines part of peer-reviewed literature.” Former IOFI Scientific Advisor, Secretary General and Scientific Director Friedrich Grundschober then explained how and why the WGMA was established in 1971, under the impetus of H. van den Dool, its first chair.



WGMA members past and present celebrated their 100th meeting at IOFI headquarters. From left to right: J. Mane, G. Krammer, K. Saito, J. Yi, A. Chaintreau, N. Vantricht, M. Marchant, D. Joulain, C. Schippa, T. Cachet, A. Sherlock, P. Merle, Chair P. Liddle, G. Lösing, F. Grundschober, H. Brevard, N. Bast, K. Gassenmeier, J. Demyttenaere, J. Broekmans.

Longtime WGMA member Alain Chaintreau, Editor-in-Chief of *Flavour and Fragrance Journal* (FFJ), described the impact of the WGMA publications over the years. He reported the WGMA has produced criteria for identifications in nature that, once applied, result in more reliable identification data. The group also publishes recommended analytical practices. Chaintreau noted, “These play an important ‘educational’ role and a 2011 WGMA paper (Quantitative Gas Chromatography of Volatile Flavoring Substances) is the most downloaded FFJ article so far in 2016.”

Former WGMA member and IOFI Board Member Jean Mane gave a presentation on the authentication of natural chiral flavoring substances in the context of legislation on naturals. Current IOFI Science Board Vice-Chair Gerhard Krammer, also a former WGMA member, reviewed the progress of techniques for the authentication of natural flavors over the years with a number of examples, in particular isotopic and chiral analyses, including two-dimensional gas chromatography as a valuable tool. Finally Daniel Joulain, still in the group as a corresponding member, presented some examples from his inventory of mistaken identifications in nature, and concluded with some amusing new perspectives for the chiral analysis of flavorings and essential oils.

Winding up the session, Cachet reflected on how the WGMA has adapted its Guidelines of the 1970s to progress, leading to the WGMA Recommended Practices of the current century, and gave some suggestions on the future work of the WGMA.

Over a celebratory dinner, the participants reminisced about WGMA members and technical challenges of the past, while looking ahead to further contributions in the next 100 meetings. *[Editor’s note: Special thanks to Peter Liddle for his contribution to this report.]*

For more photos of the WGMA celebration, go to the MN Quick Links and click on “Gallery WGMA 2016” and “WGMA Dinner 2016.”



Roseli Franco Shares Perspectives on the LATAM TWG



Mrs. Roseli Franco is Firmenich's Regional Regulatory Affairs Manager for Latin America. In addition to this role, Franco serves as the chair of the IOFI LATAM Technical Working Group (TWG), comprised of national association members from ABIFRA (Brazil), ACHISAF (Chile), ANFPA (Mexico), ANDI (Colombia), CAFEPa (Argentina) and SNI (Peru) along with members of the IOFI RAAC. Here Franco shares her perspectives on the TWG and its work in the region.

IOFI Insight: As chair of the LATAM TWG, what are your goals?

Roselli Franco: We have three main goals: To ensure that this group has good representation from the flavor industry; for all members to contribute to the best regulatory overview of the issues within the region; and to work to influence the regulatory environment responsibly in order to avoid or reduce all possible negative impacts to our business.

Q: How would you describe interaction among the members of the TWG?

RF: This TWG is really special. We see a great relationship and collaboration among the members. All are very interested in common subjects and willing to give their best to solve industry issues, despite being from different companies and different cultures. Everyone also respects the confidential data from each company.

Q: What are the benefits of the TWG?

RF: For me, the main benefits are to share best practices and to develop joint efforts to solve regional problems. In addition, we give IOFI a good overview of the main regulatory developments in the region.

Q: The Global Poundage Survey work has been a big part of recent TWG meetings. Looking ahead, what other challenges will the TWG tackle?

RF: I think two main topics are under TWG scrutiny now: first is the Codex Food Labeling discussion that may eliminate the declaration "nature identical" status on food labels, transforming it to "synthetic" or "artificial" flavorings. We have to determine the impact of this in our region. Second are chemical control regulations that are popping up in LATAM. Though in some other regions flavorings are exempted, we've seen that initial bills in Latin American countries are not including them in exemptions and this is something we need to address in order to decrease the impact on our business.

Q: Anything else that you would like to share with our global audience?

RF: Overall, flavor businesses consider the LATAM region to be a place with great potential. It's true. Yet I see that authorities here are working to regulate more and more things, in countries large and small. Because the flavor industry is investing in our region, we need to provide support in the regulatory area – and work with regulatory authorities to help them build good frameworks from the start. Sharing best practices through IOFI from other regions certainly helps in this area.

GPSC Update

Chair of the IOFI Global Poundage Survey Committee Chair Christie Harman shared some facts about the 2015 study:

- All regional association surveys are complete with each using the global poundage survey list that includes approximately 2,350 chemically defined ingredients. Natural complex substances were included for the first time in the EFTA survey of Europe and in the JFFMA survey of Japan.
- Verification conducted by the regional associations will be completed by the end of February 2017. The first validation of the LATAM region aggregated data will be conducted in Mexico City on November 29. IOFI Regulatory and Advocacy Director Thierry Cachet will join Harman to support the experts from the region when they meet in Mexico City.
- Global validation will be completed by June 2017
- Publication for the Global Poundage Report will occur by the end of 2017.

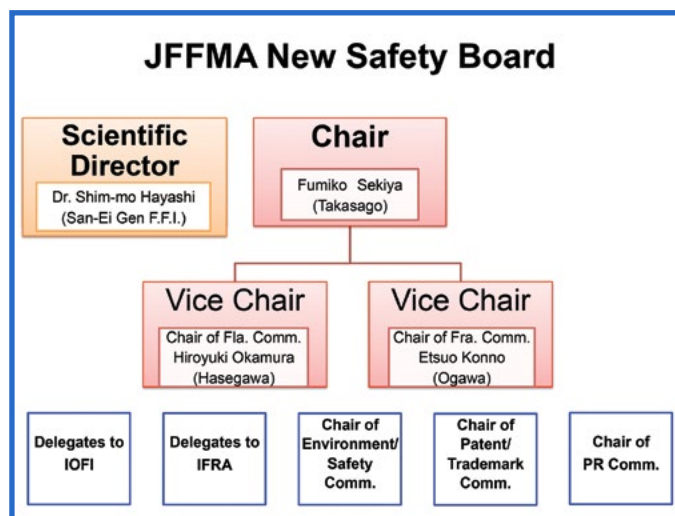


Pictured here with China Association of Fragrance Flavor and Cosmetic Industries (CAFFCI) Executive Director Mu Min is IOFI Regulatory Management Associate Jing Yi. Along with colleagues from IFRA, Yi participated in CAFFCI's General Assembly in Suzhou, China in September, 2016.

JFFMA Launches New Safety Board



In June, Japan Flavor & Fragrance Materials Association (JFFMA) President Takahiko Kondo (above) announced the reorganization of JFFMA's Safety Board with a new structure that capitalizes on the integration of flavor and fragrance safety support. "The objective of the new Safety Board is to address key safety issues related not only to flavor but also fragrance, across each committee framework," said Kondo. Chaired by Fumiko Sekiya of Takasago, the structure relies on a newly positioned Scientific Director, Dr. Shim-mo Hayashi of San-Ei Gen F.F.I., as a safety expert. (The organization chart to the right illustrates the new structure.)



JFFMA's former Safety Board was founded in August 2004 in order to support dossier preparation for the designation of 54 flavoring substances in the so-called "New Japan Program." After completion of the designation project, JFFMA retained the Safety Board as an organization to speak officially on the safety of flavor and fragrance. Some examples were JFFMA's position paper on the radioactive contamination of flavor and fragrance products at the time of the Fukushima nuclear accident resulting from the Great East Japan Earthquake of March 11, 2011 and the perilla aldehyde measures in the European Union.

Following IOFI organizational restructuring in recent years, JFFMA decided to review its organization. Added Kondo, "It is important to strengthen ties between our industry and authorities, the customer industry, overseas organizations and to work in concert with them as an expert group from now on." He added, "Much is expected. I believe that the Safety Board will strive to deepen communication with related associations, customers and consumers."

T. Hasegawa's Hiroyuki Okamura put the changes in context: "In recent years, our global industry business environment has evolved to a point where flavor/fragrance companies and customers work together through mutual communication. Japanese companies already do this as a conventional way in Japanese traditional business culture." He continued, "I expect that the JFFMA Safety Board will become an important tool for external communication. Based on its work, we can explain with confidence our positions based on science to authorities, customers and consumers." [Editor's note: Thank you to ICB member Yoshiko Ohki of T. Hasegawa for this report.]



EFFA News and Notes



With a summer reception featuring flavored cocktails, European Flavour Association EFFA launched its new website on June 28, 2016. Representatives from food industry associations, customers, IOFI and IFRA Secretariat staff participated in this special event that celebrated innovation and creativity in the fresh design and content for EFFA's site.

EFFA Vice President, Antoine Kastler said, "The EFFA Board is very committed to communication as a strategic priority." He noted that the main objectives of EFFA's new website are to inform stakeholders about the work of the association but also to be a comprehensive resource about the flavor industry in Europe for both specialized audiences and the general public.

Added EFFA Communication Director Jimena Gómez de la Flor, "The opening part of the website has two 'doors' for the general public. Through one, visitors discover the world of flavorings – what they are, their applications, their lifecycle and history. The other leads to information about the industry itself, including core values, facts and figures and even professions, showing the passion and know-how of people in our business."

For specialized audiences including regulatory authorities, customers, academics and more, the site provides information on all relevant EU legislation applicable to flavorings; a library that stores EFFA guidance documents and Information Letters; and a Newsroom that provides updated material on all matters related to flavorings in Europe including amendments of the EU Union List, EFSA opinions, DG SANTE meetings, etc. "We organized information for our target audiences," noted Gómez de la Flor, "and put the accent on transparency and accessibility." She added, "In the 'About EFFA' section you will discover our team, members and network including a link to the IOFI website."



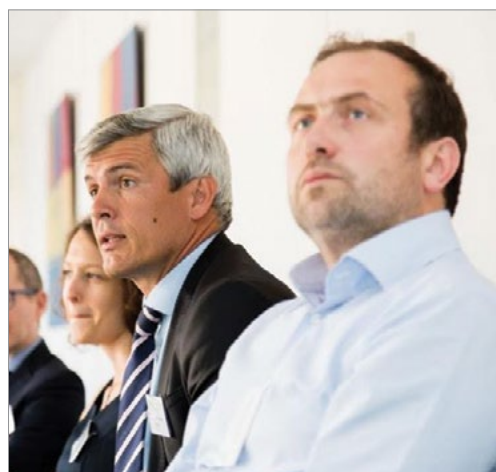
Stakeholders met at EFFA's Brussels office for the website presentation.

Justifiably proud of the beautiful and functional site, Gómez de la Flor concluded, "We invite IOFI members globally to have a look here: www.effa.eu on your computer, tablet or smartphone. Let us know what you think!"

EFFA GA in Barcelona

On September 29-30, 2016, EFFA conducted its General Assembly in Barcelona, Spain. Hosted by EFFA-member AEFFA, the Spanish flavor and fragrance association, the meeting featured updates on science and regulatory matters including the latest on the European Food Safety Authority evaluations; a focus on regional and global communication issues and tools from EFFA Communications Director Jimena Gómez de la Flor and the EFFA Communication Working Group Chair, Cécile Pinel and Vice Chair Christina Witter; and an IOFI update, courtesy of the new IOFI ED Sven Ballschmiede. An external speaker, journalist, Joan Francesc Cánovas, continued the theme with a talk on crisis communication.

Participants enjoyed some "local color" as well, including special visit to La Pedrera, one of the masterpieces of Gaudi. The dinner afterwards included a demonstration and tasting provided by a professional Spanish ham carver.



IOFI Executive Director Sven Ballschmiede (right) with EFFA Vice President Antoine Kastler, and Cécile Pinel, chair of the EFFA CWG at the website launch.

IOFI Welcomes New EFFA ED Alexander Mohr



At the EFFA Board meeting in September, the European Flavour Association (EFFA) welcomed its new EFFA Executive Director, Alexander Mohr, PhD.

Before joining EFFA, Mohr was Secretary General of APEAL, the Association of European Producers for Steel for Packaging, and a member of the Executive Committee of Metal Packaging in Europe. With a thorough knowledge of Brussels decision-making and the role of associations in EU deliberations, Mohr is prepared to take on the challenges and opportunities EFFA faces in the years ahead.

Mohr is enthusiastic about his new role: "I am looking forward to working together with the EFFA team and the European institutions to continue to inform the EU institutions and to help them understand the role and position of the EU flavor industry on key topics."

With prior experience heading the legal and public affairs practice for the European container glass industry (FEVE) and working in his native Germany for a political think tank on global political party consulting issues, Mohr is familiar with the role of communications in reaching out to various stakeholder audiences. He noted, "Flavors are an innovation-based industry, always providing new and better solutions in a changing environment. To engage with different stakeholders on the EU level is crucial in order to be able to inform and educate them about the challenges the industry is facing."

Mohr has been also lecturer on international relations at the Institut d'études politiques de Paris (SciencePo) and holds a law degree from the University of Tübingen, Germany. He speaks English, German, French and a little bit of Italian and has published several publications on glass and steel packaging in the context of sustainability and EU regulatory developments.

Q&A with New FEMA ED Jerry Bowman



Jerry Bowman joined FEMA as the US association's Executive Director on June 27, 2016. Bowman has more than 25 years of experience in association and nonprofit management, integrated communications, issues management and more. Prior to FEMA, Bowman was the vice president of communications for the Institute of Food Technologists (IFT), a scientific society with more than 17,000 food science and technology professionals in industry, academia and government.

IOFI Insight: Prior to FEMA, what did you know about IOFI?

Jerry Bowman: At the Institute of Food Technologists, I was involved in several coalitions and served on boards where I first learned of the broad impact of IOFI. It was clear from those in the food science and technology community that IOFI offers a very valuable forum for collaboration and communication. As I learned more about IOFI, I was impressed by the ability of the organization to serve as a magnet for discussions on important flavor issues that transcend borders.

Q: What mutually beneficial opportunities do you see for FEMA and IOFI?

JB: There are several ways that we can continue to build on our partnership. FEMA's participation with several IOFI committees and boards is a great example of how we create greater awareness and a meaningful dialogue on pressing issues revolving around science, innovation and regulatory issues that impact industry and the public. We live in a very small world today. That's why partnerships with IOFI and others will be critical to FEMA's success in the future.

In addition to meeting consumer demands for flavors, we will need to meet the public's voracious appetite for information. The big challenge for IOFI and FEMA will be communication, because we're more mobile and global than ever thanks to rapid advances in digital technology. However, it's not always easy to explain complex scientific issues in a Tweet in a fast-paced global society.

"There are unique collaborative opportunities between FEMA and IOFI to begin participating in the public dialogue to tell our story to multiple audiences via multiple communications channels."

– Jerry Bowman

Q: How can FEMA members become more aware of and involved with IOFI?

JB: Taking advantage of this newsletter is a great example of how members can stay engaged and informed. More broadly, volunteering is an incredible way to learn and give back while also expanding your network, and that's a common commitment shared by both IOFI and FEMA.

Q: FEMA is the flavor association with the longest history. Which best practices might be helpful for other associations globally?

JB: FEMA's longstanding commitment to science through the FEMA GRAS program and the independence of the Expert Panel have been critical success factors. The more that associations can make a commitment to science, the more successful we will be in the future.

In addition, leveraging our collective expertise by creating public resources in tandem with generating more viral communications channels will help associations articulate the complexities of our work and ultimately tell our story in a digital world.

The FEMA Flavor Library and Flavor Facts are examples of resources that will grow in value to the public over time as social media channels continue to proliferate worldwide. This complements the work of other national and regional associations that are using their expertise and knowledge to contribute to the global conversation as well. And from my initial exposure to the IOFI Communication Board, I know that IOFI is working to strengthen consistent messaging about flavorings by working with associations across the globe.

Q: Any final comments, now that you have experienced your first IOFI General Assembly meeting last month?

JB: It really was a great opportunity to participate in the IOFI meeting in Vienna. I found the invited speakers to be very informative on current trends facing us. Also, hearing the insights from all the participants during meetings, such as RAAC and ICB, was so beneficial to a shared understanding of our challenges and opportunities ahead.



New EFFA Executive Director A. Mohr (left) joined IOFI Scientific Director S. Taylor, new FEMA ED J. Bowman, RAAC Chair U. Woelke and EFFA Communications Director J. Gómez de la Flor at dinner in Vienna.

Have a suggestion for a future article?

Please contact *IOFI Insight* at secretariat@iofi.org.

Perspectives on Science and More from Hiroyuki Okamura



Hiroyuki Okamura of T. Hasegawa, CO. Ltd., has retired from the IOFI Science Board. Part of the ISB since its inception and a member of its predecessor the Global Scientific Management Committee (GSMC), Okamura has served on many IOFI committees and working groups and is the IOFI Board representative for the Japan Flavor & Fragrance Materials Association (JFFMA). A firm believer in communication outreach, Okamura has given talks about flavor safety to consumer groups and the media in Japan.

IOFI Insight: How has role of IOFI science changed?

Hiroyuki Okamura: One of the fundamentals of IOFI is science. We have been striving for harmonization of global flavoring regulations by assuring science-based safety. Now, with social trends becoming more information-oriented, issues which cannot be resolved only by means of science often spread around the world immediately. Therefore, other tools that support science, namely advocacy and communication are becoming more and more important.

When the first ISB meeting was held at the Newark Airport Marriott in 2005, IOFI's basic scientific activities did not change, but rather were strengthened. Over the years, IOFI's science has contributed to the European Food Safety Authority (EFSA) flavoring evaluation, the New Japan Program, the development of JECFA flavoring evaluation and global harmonization of flavoring regulations.

Q: What will you miss about ISB meetings?

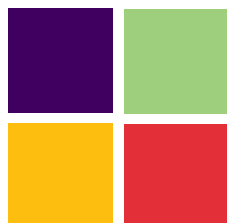
HO: From my 34 meetings, I have many memories. Four times we met in Japan. In 2007, we invited Dr. Ian Munro and held a symposium on the Joint FAO/WHO Committee on Food Additives (JECFA) evaluation procedure – it was a big event in Japan. Dr. Munro and the ISB members were invited to the 50th Food Safety Commission (FSC) Food Additive Expert Committee Meeting. IOFI, JFFMA and the FSC expert committee members exchanged opinions on flavoring safety evaluation.

Also memorable: a meeting in Washington DC when we were stranded by snow...a tour in Holzminden conducted by Dr. Gerhard Krammer that led to a missed flight because of an airport traffic jam...a White House visit...sightseeing in Vienna...a time in Amsterdam, when I visited a botanical garden by myself before the ISB meeting and took 300 photos!

In addition to face-to-face meetings, the ISB held many conference calls. From 2010 to 2012, we had weekly conference calls of the Parma Working Group; I participated as much as possible. Although the midnight call was sometimes tough for me, I learned to use Skype thanks to this.



Hiroyuki Okamura's final IOFI Science Board meeting was in June this year in Zürich. Seated (from left to right): C. Harman, L. Valerio, Chair J. Schnabel, G. Krammer, X. Li. Back row (from left): H. Okamura, S. Ballschmiede, P. Julkunen, B. Smith, S. Taylor, T. Cachet, new ISB member S. Hayashi, M. Aubanel and J. Demyttenaere. Not pictured: K. Renskers.



Okamura-san has played a pivotal role in safety evaluation discussions in Japan.

Beginning in 2002, it took 13 years for the “unauthorized” 54 flavoring substances that were widely used outside of Japan and whose safety in use had been confirmed by the JECFA to be authorized in Japan. I am grateful for IOFI’s support of the New Japan Program (NJP1) supporting these evaluations.

Even before finishing NJP1, in 2014, the FSC started a research project on the future safety evaluation methodology for the next round of evaluations. In the beginning of the research, the ISB meeting was held in Tokyo and we had a discussion meeting with FSC, Ministry of Health Labour and Welfare (MHLW) and other experts to exchange opinions. With the support of IOFI, the basic concept of a new assessment approach could be undertaken.

As reported by IOFI Information Letter 1566, the new assessment guideline was approved May 17, 2016 and NJP2 began. JFFMA is currently preparing the first dossiers for submission. The new guideline for assessment incorporates the outcomes of NJP1 and key elements of the JECFA and the EFSA evaluation procedures. In this context, its publication marks an achievement in support of global harmonization.

To support NJP2, I hope and expect IOFI to check the validity of related compounds, the latest genotoxicity reports, data of intake and specifications and also to provide data. Particularly, as discussed in the IOFI RAAC, since specifications may not align with JECFA or other national standards, IOFI’s support would be indispensable so that we can compare data and set reasonable specifications.

– Hiroyuki Okamura

Q: You are also an IOFI Board member. How has IOFI changed over the years?

HO: IOFI has addressed various challenges by being science-based. Further, by responding to new demands, the Board has introduced policies to reinforce advocacy and communication. I admire the leadership of the IOFI Board in promoting great changes and also appreciate the dedicated efforts of the IOFI Secretariat. Although the situation of each region of the world is not yet harmonized, I would like to continue, together with our members, to contribute and to address challenges towards the better development of the flavor industry.

Q: Do you have any other insights that you would like to share?

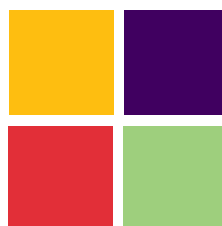
HO: In the April 2004 IOFI Board meeting in NY, when reforms of scientific activities, organizational restructuring and the change of membership dues collection were discussed, a large amount of financial support for NJP1 was also proposed. That night, I made an international call and explained the situation to the JFFMA and company top management and got an approval of agreement with the reorganization.

In my view, such international association activities should be recognized not only by top management of companies, but by association members as well. I have and will continue to try to report and share IOFI activities with JFFMA members as much as possible.

“In an advanced information-oriented society, we find that local and regional issues increasingly affect the global industry directly.”

– Hiroyuki Okamura

It has become more and more important to consider how to address the issues that have to be handled internationally, to properly inform local memberships of IOFI activities and to gain understanding and cooperation. Most importantly, any person involved in IOFI activities first needs to make an effort to make colleagues in your company or local association familiar with IOFI activities and then seek understanding and cooperation from stakeholders.



Sustainability: A Path Forward for F&F



Over 50 stakeholders participated in the IOFI/IFRA Sustainability conference in Nice in October, 2016.

IOFI and the International Fragrance Association (IFRA) kicked off its cooperative sustainability initiative with a conference on October 24, 2016 in Nice, France. Entitled "Towards a Charter for Sustainability: Strategic Challenges and Opportunities for the Flavor & Fragrance Industry" the meeting was moderated and chaired by Anders Wijkman, former assistant-Secretary General of the United Nations, former Member of the European Parliament and special advisor to the Swedish Government on Sustainability and co-chair of the Club of Rome, a global think tank.

After a warm welcome from the Deputy Mayor of Nice Agnes Rampal, IOFI Board member Hans Holger Gliewe provided opening remarks, citing the tremendous opportunity a joint sustainability initiative provides to both the flavor and fragrance industry.

Wijkman introduced the morning's four speakers and their topics:

- *Nature's Sensibilities*: Dr. Dayna Baumeister, American scientist, co-founder of Biomimicry 3.8, University of Montana, co-director of The Biomimicry Center, Arizona State University
- *Circular Economy: the respect of people and nature, a matter of survival*: Catherine Peyreaud, founder of the Natural Resources Stewardship Circle
- *The Blue Economy*: Gunter Pauli, founder of ECOVER, master in systemic design (Torino), initiator of the Blue Economy, Founder of the Zero Emissions Research Institute (Japan)
- *The UN's Sustainable Development Goals, a year after their formal adoption*: Andrea Bacher, policy manager for environment and energy, International Chamber of Commerce

After Wijkman summarized major themes and invited discussion, the attendees enjoyed a networking buffet lunch, during which IFRA Chair Michael Carlos provided closing remarks.

The afternoon consisted of industry specific workshops during which stakeholders shared best practices. After a summary of next steps, IFRA President Martina Bianchini and IOFI Executive Director Sven Ballschmiede closed the meeting.

Ballschmiede brought the message of the Nice conference to the FEMA Fall Symposium later in the week. He told the assembled FEMA members about the plans that will incorporate the voice of associations globally and small- and medium-sized companies as well. He is optimistic: "A charter for the industry could benefit companies of all sizes and raise the bar for the entire sector."

FEMA Fall Symposium

The theme of this year's FEMA's Fall Symposium was "Sustainability: Is it Sustainable?" Held in New Brunswick, New Jersey October 25-27, the gathering of nearly 200 featured speakers and work sessions on this key topic. Dinner speaker Nancy Quan, Chief Technical Officer, Coca-Cola North America and Vice President of the Coca-Cola Company reported on "Our Journey to a Sustainable Future." Headlining the "Hot Topics" breakfast on October 26 was IOFI Executive Director Sven Ballschmiede, who brought attendees up-to-date on the just concluded Sustainability conference in Nice (see adjacent story).

Speakers for the General Session included Steve French, Managing Partner of the Natural Marketing Institute (NMI) a leading strategic marketing consultancy specializing in sustainability. French's talk, "*Sustainable Economy: A Consumer Perspective*" helped to quantify the both the trends and impact of sustainable initiatives by using consumer data. He highlighted a key consumer segment – LOHAS – those who practice a lifestyle of health and sustainability.

Also on the agenda: Margie Flynn, principal and co-founder of BrownFlynn, who has worked with regional, national, and global corporations to shape a variety of corporate responsibility and sustainability strategies. In her talk "*What's Trending in Sustainability and Where Do I Go From Here?*" Flynn noted the risk in not communicating about sustainability. While not advocating "greenwashing" or overstating a position, she urges clients not to understate their efforts. She recommended mapping and prioritizing stakeholders to understand their interest and commitment to sustainability.

The final speaker, Manager of Government Affairs and Sustainability for the Dr Pepper Snapple Group, Jason Grissom, gave an operational view of implementing sustainability in his company. He noted the dimensions of the corporate initiative that include environment and sustainability, workplace, philanthropy, health and wellness and ethical sourcing goals. He discussed how the American Beverage Association adopted a sustainability commitment and details its goals and accomplishments at its website: <http://innovationnaturally.org>.

Retrospective: Hans Holger Gliewe



President of IOFI from 2014-2016, Hans Holger Gliewe has provided this retrospective on his time at IOFI's helm.

Dear Fellow IOFI Members,

At the 54th General Assembly in Vienna, I handed over the IOFI presidency after two successful years to Howard Smith, Jr. Traditionally this is a moment of reflection and outlook into the future for our industry and for IOFI. During the past two years all of us witnessed a continuously growing public interest in more transparency in the food chain. This increased the need for the flavor industry to engage in communication with consumers, regulators and other organizations of public interest. At the same time many companies and customers have become more global in their focus – and need to be successful on all four continents. In order to stay on top of these fundamental changes, IOFI had to review its mission of providing sound scientific and regulatory support to its members and develop more resources in the area of communication.

At the beginning of this year we founded and empowered a new committee, the IOFI Communication Board (ICB) which consists of skilled experts from all regions who are able to support in an integrated way the industry's regional communication efforts. This was a big step for a more consistent collaboration among IOFI, FEMA, EFFA, JFFMA, our regional associations in LATAM and APAC and – who knows? – one or more future regional association members who will join the IOFI family.

With the support of the new ICB we have put together a comprehensive Member Acquisition Pack (see page 7) for the start of an initiative to win additional Ordinary Company and Association members who are active on all continents.

Due to his excellent industry network, Howard Smith helped here quite a lot to make progress in this area and I am sure that he will be able to present some good news about new IOFI members in the first year of his tenure.

Another milestone of my past two years as IOFI president was the preparation of a smooth transition to a new IOFI executive director after the deserved retirement of Jos Stelder who, for more than 10 years, contributed with competent leadership to the development of our association.

The clearance of the European Union list remains a priority for our IOFI activities and shows that not only developing markets but also mature markets continue to become more complex and challenging. I would like to thank all involved colleagues for their tireless efforts and good progress that we made in providing scientific and regulatory guidance and support.

What comes next for me? My company has invited me to continue for another two-year term on the IOFI Board representing Symrise as an Ordinary Company member. At the same time, on their behalf, I have joined the Research Institute for Fragrance Materials (RIFM) Board in order to foster a closer, cost-efficient cooperation among our flavor & fragrance industry associations and to respond to the public demand for more transparency of ingredients in the consumer products value chain.

This also relates to my interest in and support of combined efforts for an IOFI/IFRA Sustainability Charter that has begun in recent months. This initiative enables our industry sectors to join forces in the area of sustainability, resource efficiency and circular economy which is a perfect combination for my role as Chief Sustainability Officer at Symrise.

After presiding over the rotation of all IOFI committee chair positions in the past months – a routine part of our Terms of Reference – I am proud to hand over to Howard Smith a competent association team that is well prepared for the future. With the continuously increasing pace of changes in our industry, the IOFI mission will go more and more to a role as a service provider for its membership. In turn, the membership will continue to support the IOFI staff with dedicated volunteers as they undertake together all the IOFI science, advocacy and communication programs.

Upon this occasion I would thank personally again all IOFI Board and committee members for their engagement, passion and support that enables me to look back on two very pleasant and productive years in this IOFI role.

Sincerely,

Hans Holger Gliewe
IOFI President 2014-2016

IOFI and FEMA Science Groups Meet



Three PhDs: IOFI Scientific Director Sean Taylor (left), ISB Chair Jürgen Schnabel and FEMA CFS Chair Craig Llewellyn met in New Brunswick, New Jersey.

The IOFI Science Board (ISB) met on October 27 with the FEMA Committee on Flavor Safety (CFS). IOFI topics included an update on JECFA and Codex issues, the current status of EU and Japan regulatory developments and ISB focus areas of exposure and enhancing flavor safety data sets. The CFS shared their issues map, along with work on computational toxicology, Tox 21, GRAS and more. After reviewing the status of the Cramer Decision Tree on the threshold for toxicological concern, the two groups shared thoughts on topics for potential future collaboration.



ISB/FEMA CFS attendees included (from left): M. Aubanel, X. Li, T. Cachet, U. Woelke, B. Smith, M. Bastaki, H. Smith, Jr.

IFRA: New President Represents Global Fragrance Industry



Martina Bianchini took the helm of the International Fragrance Association, the global federation representing the fragrance industry worldwide, on June 15th 2016.

With more than 25 years of professional experience in two Fortune 100 companies, a trade association and a consulting company, Bianchini has held a variety of roles in strategy and general management, government and public affairs, regulatory affairs, manufacturing operations, issue management and research & innovation. She is experienced in working with the chemical, agricultural, biotechnology, food, health and luxury goods industries and engaging with international organizations and stakeholders.

She holds a Master of Science in Environmental Toxicology from Louisiana State University, USA and the equivalent of a Bachelor of Science degree in Earth Sciences from the University of Trier, Germany.

Bianchini has served on several boards including the EU Technology Platform for Sustainable Chemistry SUSCHEM; the Board of Corporate Social Responsibility (CSR) Europe; and the Club of Rome EU Chapter, a multi-stakeholder think-tank. As vice chair of the International Chamber of Commerce's Environment and Energy Commission and chair of ICC's Green Economy Task Force, she was engaged in the development of the recent UN Sustainable Development Goals (SDGs).

– Thanks to IFRA for this information.



Need Guidance?

IOFI Information Letters (ILs) are an important avenue to share industry guidance, regional news and developments that impact the global flavor business. Recently IOFI has issued three guidance ILs:

- IL 1570 – IOFI Science Board Guidance for IOFI Testing Situations and Responsibilities. This IL outlines when IOFI should support testing of a substance and when an IOFI-managed consortium should fund it. IOFI will use this guidance when determining testing priorities based on data requests from authoritative bodies globally.
- IL 1574 – IOFI WGMA Guidelines on Density and Specific Gravity of Chemically Defined Flavoring Substances. The Working Group on Methods of Analysis has developed a document on density and specific gravity (relative density) of CDS in the context of the specifications for liquid substances.
- IL 1575 – IOFI-IFRA SHE Guidance on Fire Protection. The IOFI-IFRA Occupational Safety, Health and Environment Committee has developed the guidance to assist members in providing fire and smoke protection for persons and objects involved in flavoring and fragrance production. Basic recommendations are provided for structural installations in order to avoid fires and prevent or minimize their effects.

These ILs and their related guidance documents are available on the IOFI Member Network in the General Information folder. The Secretariat has produced ILs at a rate of two per month this year with a few more expected before year-end. Visit the IOFI MN today and make sure you are up-to-date!

Time to Provide LM Input!

The IOFI/IFRA Globally Harmonized System Task Force (GHS TF) has drafted its annual update to the IOFI/IFRA Labeling Manual (LM) for the Hazard Classification and Labeling of Flavor and Fragrance Substances according to the UN Globally Harmonized System and UN Recommendations on the Transport of Dangerous Goods. Before completion, IOFI needs member feedback. The GHS TF is collecting comments in November in order to finalize the LM by year's end with publication planned for January 2017. See IL 1577 for more details and the draft LM. Please send input to secretariat@iofi.org and carregui@ifraorg.org by November 30.

Event	Date	Location
LATAM GPS Validation Meeting	November 29, 2016	Mexico
IOFI Science Board	March 7 - 8, 2017	Japan
IOFI/IFRA GHS Task Force	March 21-22, 2017	Argentina
IOFI Regulatory Advisory and Advocacy Committee (RAAC)	April 18, 2017	New Jersey, USA
IOFI RAAC	April 19, 2017 (morning)	New Jersey, USA
IOFI Board	April 19, 2017 (afternoon)	New Jersey, USA
IOFI General Assembly	April 20, 2017 (morning)	New Jersey, USA
IOFI Communication Board (ICB)	April 20, 2017 (afternoon)	New Jersey, USA
ICB	April 21, 2017 (morning)	New Jersey, USA
IOFI Global Poundage Survey Committee (GPSC)	April 21, 2017 (morning)	New Jersey, USA





More Faces from the World of IOFI

