

Our business model

Value creation at Givaudan



Capital input➤ Value enhancing strategy➤ Value creation for our stakeholders➤ Outcome 2017

Financial capital

- Equity of CHF 3,538 million
- Free Cash Flow 11.8% of sales

Safeguarding our reputation

- Highest ethical standards in our interaction with all our stakeholders
- Our values embodied in our Principles of Conduct

People and talent

- Leadership development at all levels
- Commitment to ensuring a diverse workforce
- Annual benchmarking studies for a competitive compensation offering

Innovation and Science & Technology

- Research and development investments of CHF 424 million
- Worldwide, 481 employees in Science & Technology
- Founding partner of MassChallenge, Switzerland

Operations

- 46 production sites in 22 countries
- Sourcing over 10,000 raw materials



Customers

- Delivering innovation and sustainable products to our customers
- Responsible Sourcing Policy since 2016, and we aim to have 90% of our raw materials volume of natural origin to be sourced responsibly by 2020
- True partnership at each step of the value chain
- Expanding our global presence to ensure customer proximity

Employees

- A diversified and fairly compensated workforce empowered to impact their world
- Our leaders are equipped and trained for the future through targeted leadership programmes
- Targeted technical and functional skills development and trainee programmes
- Strong talent and succession planning offering broad career opportunities

Shareholders

- Seventeenth consecutive increase in the dividend since our listing on the Swiss stock exchange¹
- Increase in share price

Innovators

- Driving cross-divisional synergies and choices across innovation portfolios
- Creating value through innovation to support customers today and tomorrow
- Establishing strategic partnerships in different innovation ecosystems
- Exploring business applications enabled by new digital trends

Suppliers

- Long-term partnerships and direct presence and collaboration in countries of origin with producers and suppliers
- Partnering with suppliers to reduce the carbon footprint of purchased goods and services
- Unlocking capabilities through supplier-enabled innovation in order to boost our mutual innovation power

Communities

- Supporting local communities from which we source through social and environmental projects
- Local Green Teams engaged in social activities in the communities in which we operate
- Supporting the Givaudan Foundation to safeguard the future of communities and their fragile environment

Enhancing our position in naturals capabilities with the acquisitions of Activ International and Vika B.V.

Opening of new creative centre in Mexico City and GBS centre in Kuala Lumpur

11,170 jobs worldwide

600 leaders nurtured through the Leadership Senses programme

Since 2012, 90% of top positions are internally staffed

CHF 58.00 proposed dividend¹

CHF 20,794,035,672 market capitalisation

MISTA programme piloted: focusing on delivering services to start-ups

One-time investment in Sensorwake

A three-year collaboration with Centrale Supélec

SOMAVA, a new joint venture agreement with Henri Fraise & Fils. 100% of our Madagascar vanilla beans from 2017 harvest will come from this new JV

Supplier partnerships and long-term agreements to secure supply and reduce price volatility

Fair for Life certification for our clove leaf oil production

Active Green Teams on 61 Givaudan sites

A total of CHF 1,503,925 was directed to charitable spending for local communities

◀..... Internal control mechanism Internal control mechanism▶

External	Financial and macro-economic	Megatrends	Sustainability	Regulation
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Management Approach (103-2, 103-3): Topic 201, page 14 – 15
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1. Subject to shareholder approval at the AGM on 22 March 2018