

Investor presentation
Responsible growth. Shared success.



Givaudan

engage your senses



Givaudan products
drive millions of consumer decisions every day!



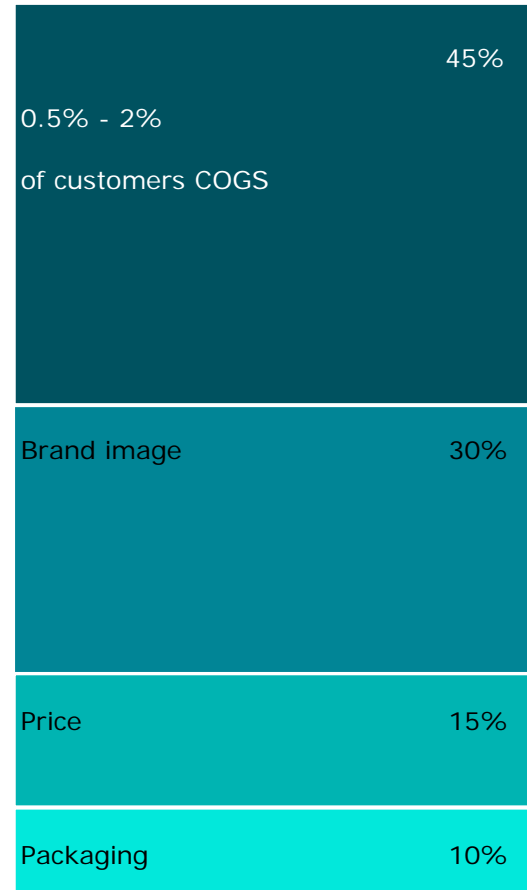
Key drivers of consumer repurchase decisions

Fragrance and Flavour industry

Fine Fragrances



Flavours and Consumer Fragrances



Source: AC Nielsen (European) study

The industry



The Fragrance and Flavour industry

End consumer markets

Our customers

Multi-national | Regional | Local | Foodservice | Private label

The cost of flavours and fragrances to our customers is typically between 0.5 – 5% of their product cost



Food



Beverages



Fine Fragrances



Household



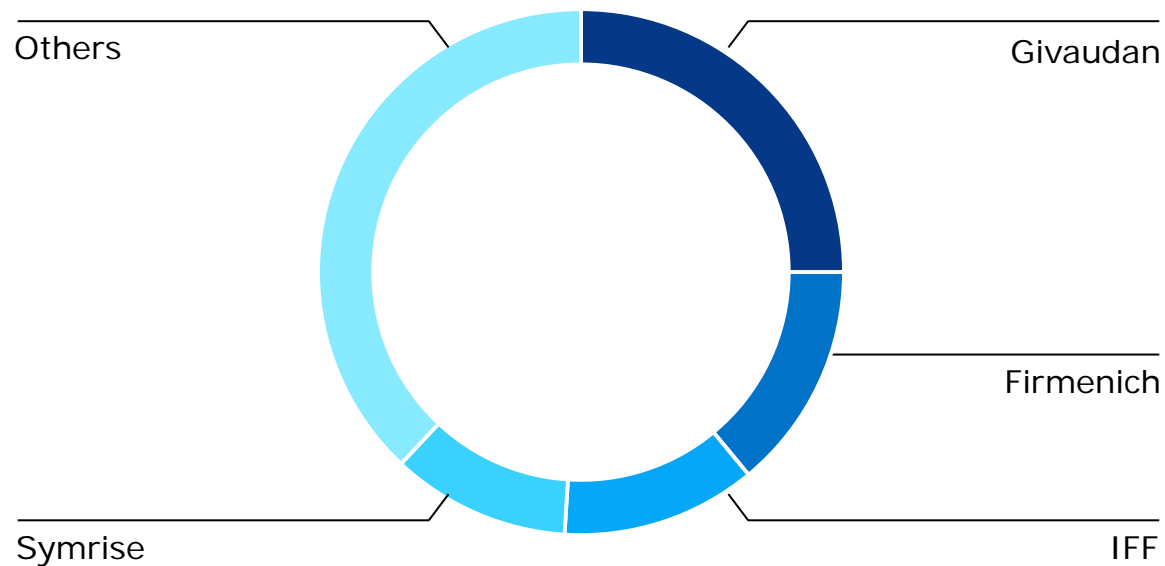
Personal care



Cosmetics

Fragrance and Flavour industry

Total market is CHF 18–19 billion



> Givaudan market share above 25%

“How to win business” model in a competitive bidding situation

Product life cycles are getting shorter – Our customers issue over 35,000 briefings per year:

- To a small number of Fragrance and Flavour houses (typically 2 – 4)
- The brief defines the targeted consumer group (region, socio-demographic) and cost
- As well as product and brand related information and requirements

Our submissions draw on leading global market knowledge and capabilities

- Creation capability and our fragrance and flavour ingredients palette and technology
- State-of-the art evaluation and application process
- Consumer insight and local market understanding
- Regulatory compliance and advice

> Revenue stream over the life cycle of the customers' product

Where are we now?



2016 Full Year Results

Financial highlights

- Sales of CHF 4.7 billion, up 4.2% on a like-for-like basis*
- EBITDA of CHF 1,126 million, up 3.7% in local currencies
- EBITDA margin of 24.1% in 2016
- Net income of CHF 644 million, up 3.1% year-on-year
- Free cash flow of 12.8% of sales
- Proposed dividend of CHF 56.00 per share, up 3.7% year on year

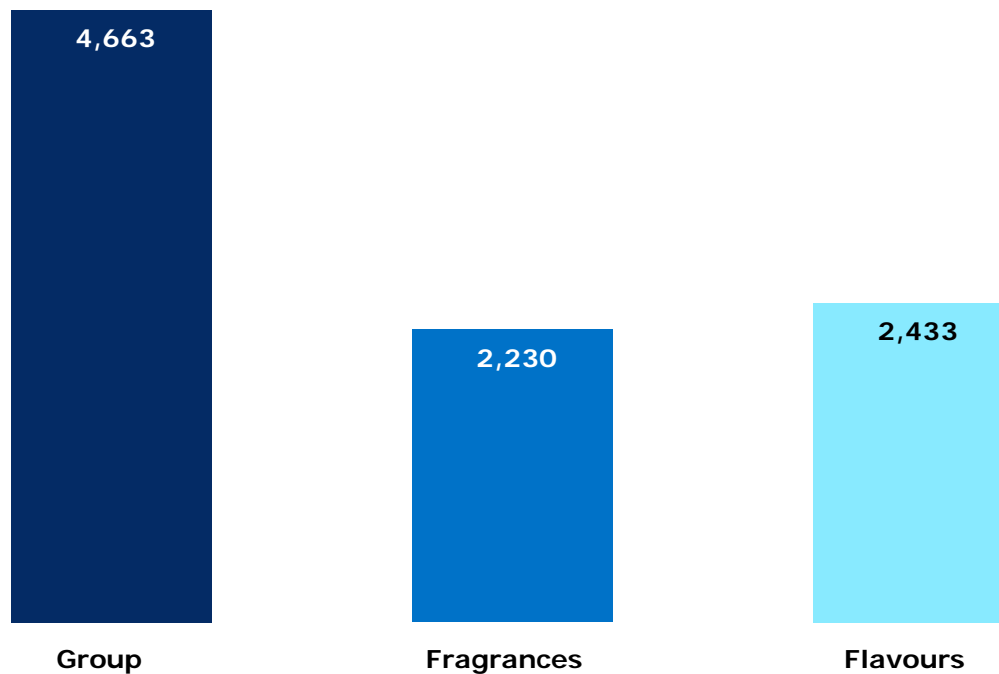
* Like-for-like (LFL) excludes the impact of currency, acquisitions and disposals

Our 2016 Full Year Results are a convincing demonstration of the continued value we bring to our customers, across all regions and segments

2016 Full Year Results

Sales performance: In line with 2020 guidance

In million CHF



% 2016 growth on LFL * basis

4.2%

5.6%

3.0%

% 2016 growth in CHF

6.1%

6.4%

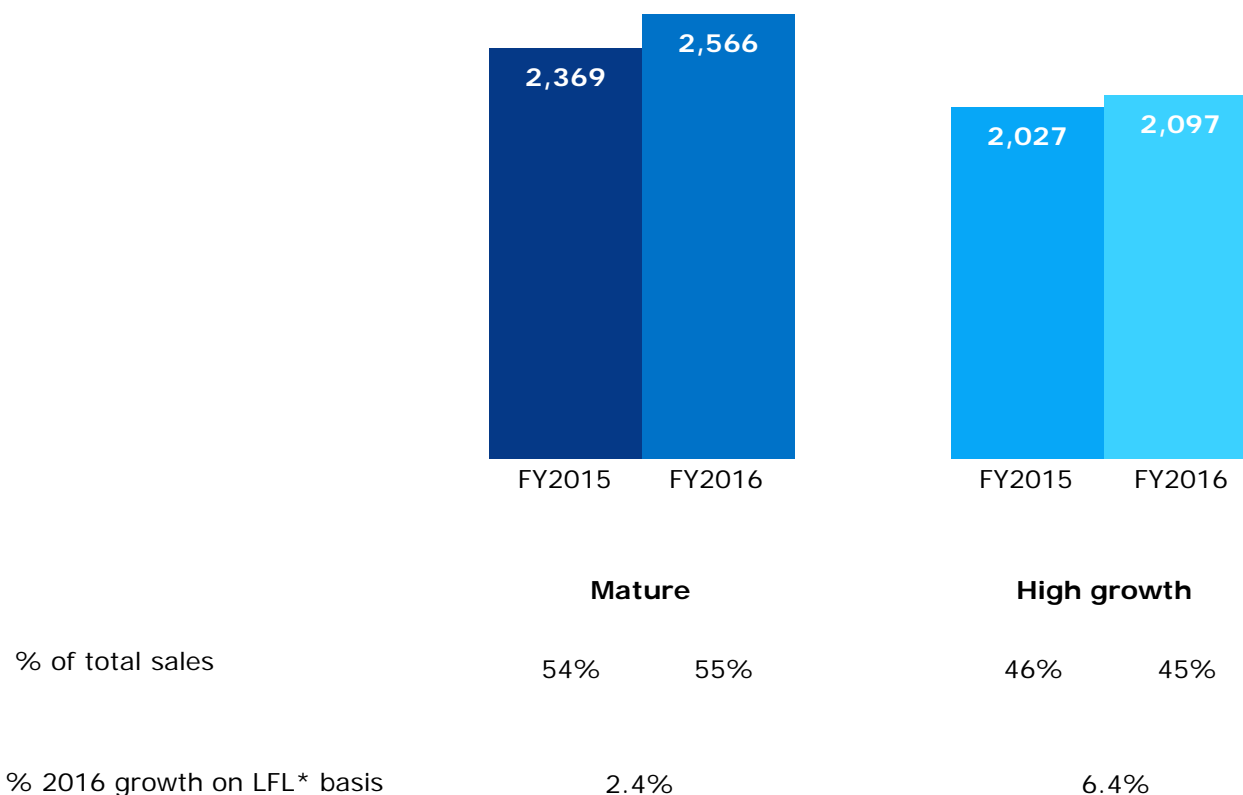
5.8%

* LFL (like-for-like) excludes the impact of currency, acquisitions and disposals

2016 Full Year Results

Sales evolution by market: Solid performance in high growth markets, acquisitions mainly accredited to the mature markets

In million CHF

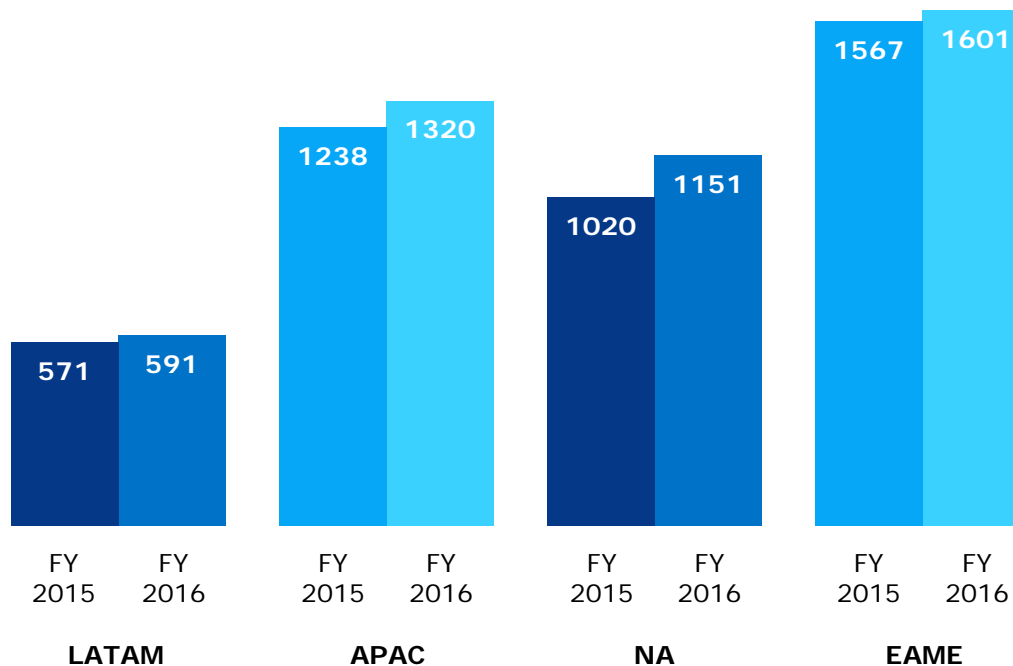


* LFL (like-for-like) excludes the impact of currency, acquisitions and disposals

2016 Full Year Results

Sales evolution by region: All regions growing at faster pace than 2015

In million CHF



% 2016 growth on LFL * basis

13.2%

4.6%

2.9%

1.6%

* LFL (like-for-like) excludes the impact of currency, acquisitions and disposals

The value proposition for investors



Unrivalled capabilities

Depth and range of
customer relationships

Global reach

Unmatched resources
to service our customers

Broadest product offering

98

Locations
worldwide

60

Creation and
application centres

39

Production sites

Over 60,000

Products sold per year

Leading position in R&D

Culture of innovation

Pioneering R&D teams - new business horizons

State-of-the-art technologies

Sustainable investments in novel technologies

Innovative ingredients

Unique ingredients palette - cost-effective – environmental friendly

Creative solutions

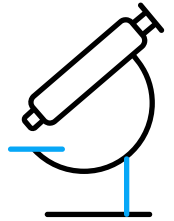
Passionate teams – extensive consumer and trend understanding

Diversity in skills

Wide range of competences and skills – worldwide presence

Collaboration

Sustainable collaborations with customers, suppliers, partners and emerging innovation ecosystems



> Collaboration for shared success

Value creation at the heart of our procurement strategy

- Leadership through cost advantage
- Mitigate supply and price volatility
- Maximise supplier contribution to novel solutions
- Responsibility over the complete supply chain
- Increased sourcing of natural raw materials to satisfy demand
 - Today 60% of raw materials bought for flavours are natural
 - 20% of all raw materials bought for fragrances are natural
 - 60% of active beauty ingredients are natural



Well balanced business with natural hedges

Geography

- 45% of sales in developing markets
- 55% in mature markets

Segments

Balanced portfolio in most fragrance and flavour applications

Customers and products

Diversified customer base ranging from multinationals to regional and local customers, from premium brands to private and white label

Currency

- Creation and production centres close to customers
- Sales and expenses balanced across major currencies protecting margins

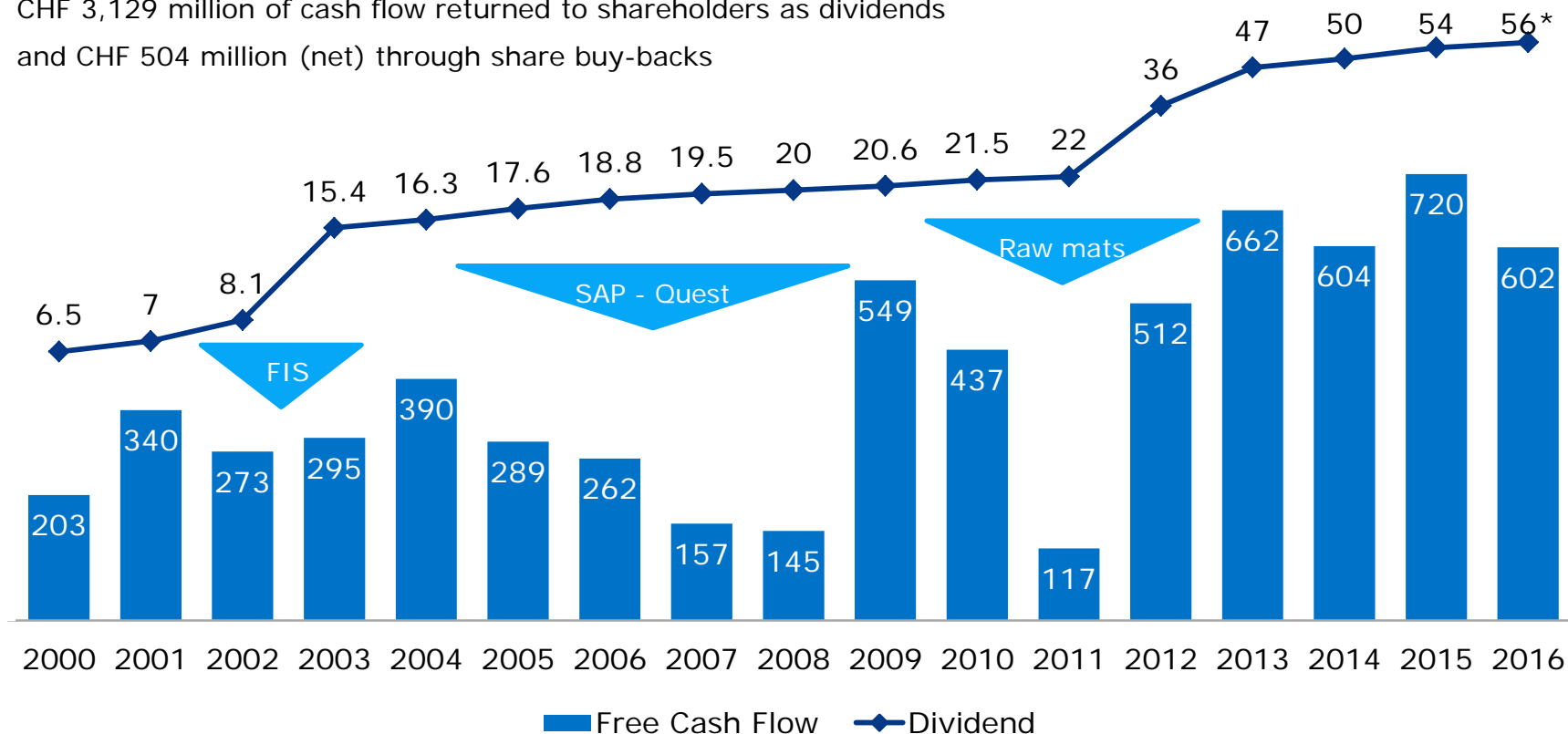
Year on year increasing dividend payments

Last increase 4% YoY

Free cash flow of CHF 6.6 billion generated over the past 17 years

CHF 3,129 million of cash flow returned to shareholders as dividends

and CHF 504 million (net) through share buy-backs



* Subject to approval of shareholders at the AGM in March 2017

2020 strategy
Responsible growth. Shared success.



Givaudan

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Responsible growth

Shared success

Growing with
our customers

4-5%

Average organic sales
growth*

Delivering
with excellence

12-17%

Average free
cash flow as
% of sales*

Partnering for
shared success

**Partner
of choice**

Creating additional value through acquisitions

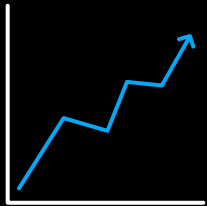
Intention to maintain current dividend practice as part of this ambition

* Average from 2016 to 2020

Responsible growth

Shared success

Growing with our customers



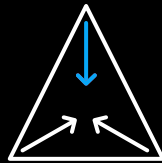
High growth markets



Health and well-being

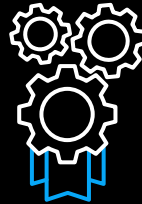


Consumer preferred products



Integrated solutions

Delivering with excellence

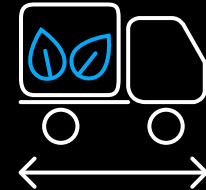


Excellence in execution

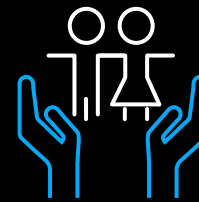
Partnering for shared success



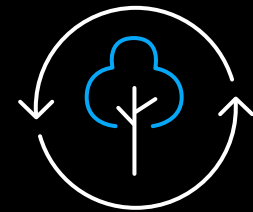
Innovators



Suppliers



People



Communities

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