Creating for happier, healthier lives, with love for nature

EXTERNAL ENVIRONMENT/MEGATRENDS/RISKS AND OPPORTUNITIES **Our business model** Inputs Outputs **Impacts** Financial value creation **Financial Capital** Financial Capital Our two business activities Taste & Wellbeing Fragrance & Beauty Funds available to the Group Responsible financial growth and shared profitability Purpose Creations **Intellectual Capital** intellectual Capital People Technology, patents, know-Differentiating solutions through Nature Our value chain Customer responsible innovation how, processes Communities orders Through our value chain we create innovative products and solutions that have **Human Capital Human Capital** a positive impact on Stakeholders benefited nature, people and Recruiting, developing and caring The skills, motivation, diversity of our Creating Customers communities. people, best-in-class health and for diverse and inclusive workforce shared value Suppliers The corresponding safety procedures for our key Employees outputs and impacts Investors and shareholders stakeholders deliver growth - in Local communities **Natural Capital Natural Capital** partnership with our Public and regulatory agencies customers - through Raw materials, indirect materials and Preserving biodiversity and renewable Innovators and partners resources, reducing water and energy creating inspiring products services, responsible and innovative for happier, healthier lives. sourcing programmes consumption, emissions and waste Cash flows **Manufactured Capital Manufactured Capital Our contribution to the United Nations** Production sites, infrastructure, Re-invest in innovation Returns to Finance our New site openings, acquisitions, Sustainable Development Goals shareholders and and shared, operations end-to-end supply chain solutions sustainable products produced and sold responsible growth stakeholders sustainably Social and relationship Capital Social and relationship Capital 9 NOUSTEY, INVANTOR 12 PERFORMENT 13 CAMARIE 15 UR 17 PARTNERSHAPS 17 FOR THE DRAIS B Movement Builders, Business for Our relationships with local communities, regulators and industry Nature call-to-action, WBCSD CEO **Strategy** Governance bodies, brand and reputation call to action on human rights