

Investor presentation

Creating for happier, healthier lives with love for nature.
Let's imagine together.



Givaudan

engage your senses

What we do



Givaudan products
drive millions of consumer decisions every day!



Fragrance & Beauty, Taste & Wellbeing, provide our customers compounds, ingredients and integrated solutions that engage consumers



Beverages



Neutraceuticals



Savoury



Oral care



Personal care



Fine Fragrances



Fabric care



Snacks



Dairy



Sweet goods



Household



Beauty & skin care

How we do it



A unique business model driven by our purpose

Creating for happier, healthier lives with love for nature.

- **Winning business** assumes: being on a core supplier list, submitting a brief, developing a solution and being selected by the customer
- Our products are **unique co-creations with our customers**:
 - Consumer-differentiating, bespoke, value-added Fragrance and Beauty, Taste and Wellbeing solutions driven by innovation
 - Agility and service are key
 - Scent and taste determine consumer purchase and repeat decisions whilst representing only a minor fraction of costs 0.5-2.0% in flavours and consumer fragrances to 4-6% in fine fragrances, i.e. a very minor portion of the end product costs
- **High barriers to entry** and high shifting costs for customers

A unique business model with high barriers to entry

Mastering complexity is a key feature of our space

- A **research-driven innovation process** and a deep understanding of consumer preferences around the world
- **Sustainability goals** creating significant innovation opportunities (e.g. move from non-renewable to renewable, etc.)
- **IP / formulae owned by Givaudan**
- Mastering **high complexity and volatility** at every step:
 - >11,000 raw materials and a sophisticated supply chain with over 3,000 raw material suppliers
 - >120,000 products made to order, delivered just in time to >10,000 customers
 - >300,000 customer submissions / product briefs managed annually, and ca. 15% of our portfolio up for review due to the life cycle of products
- **Compliance and regulations**

Givaudan: A naturally-hedged portfolio

(products, geography, customers) for consistent growth

6.7
sales in CHF billion

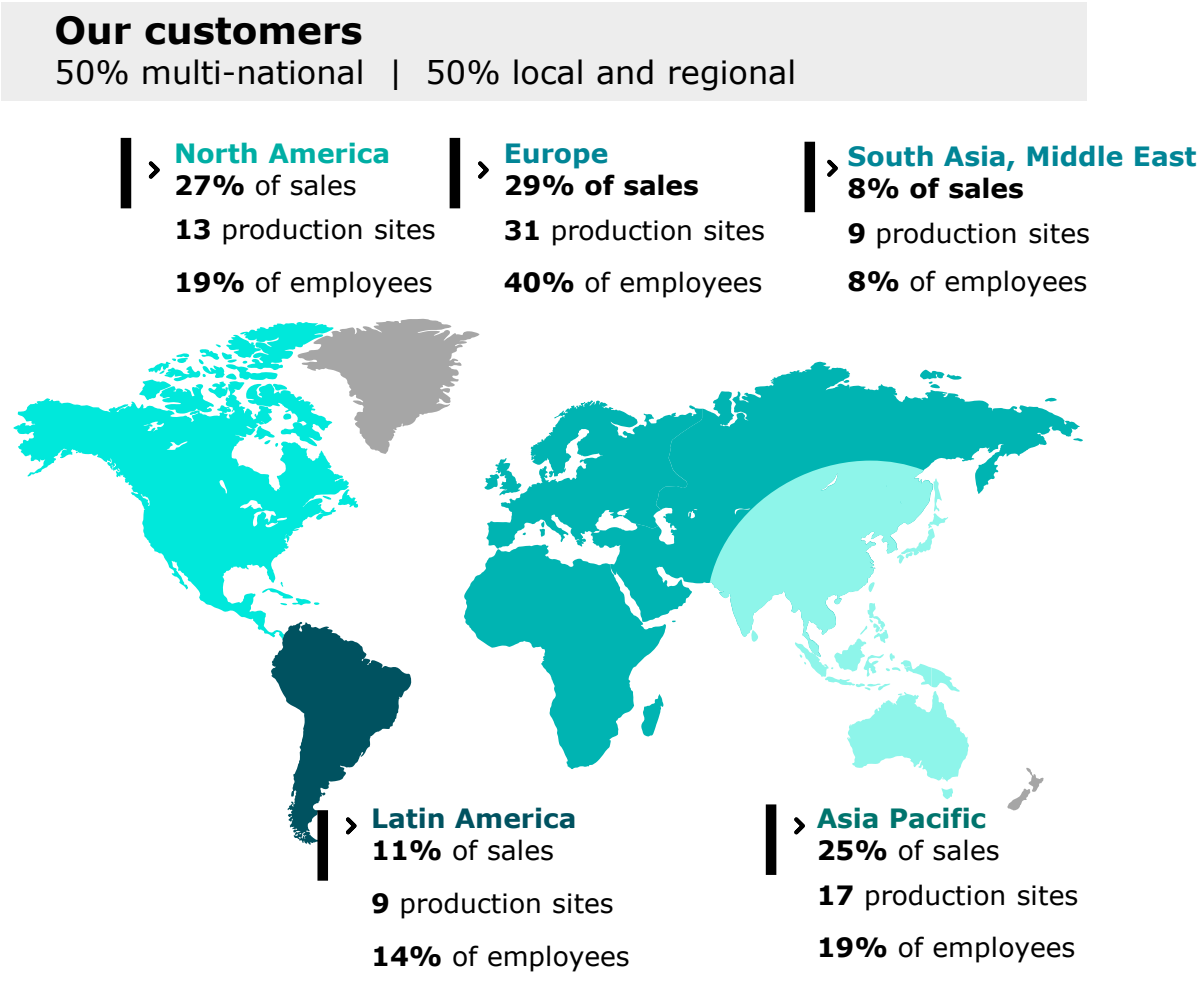
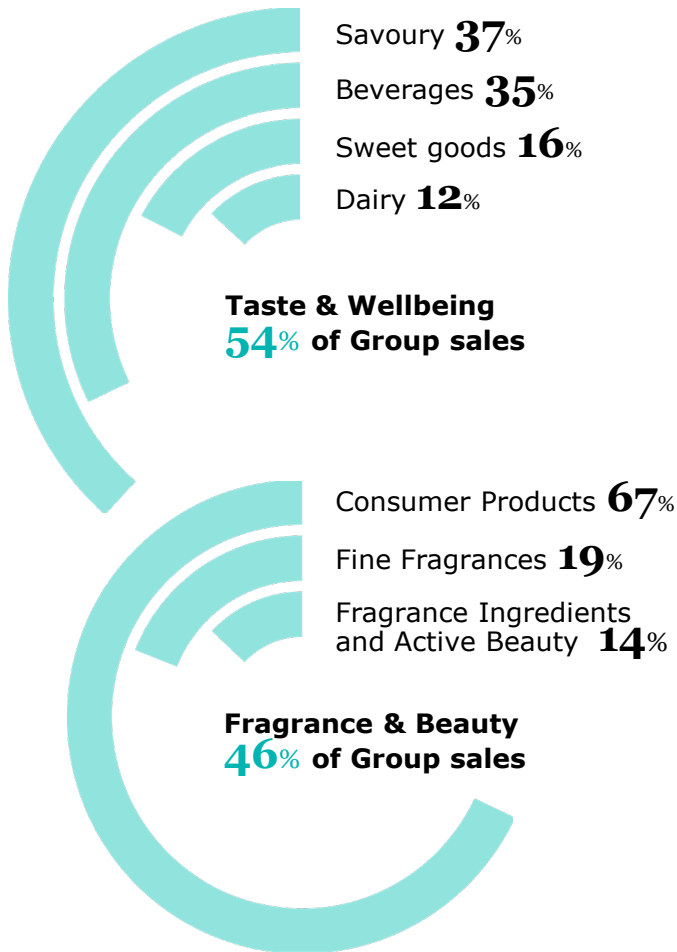
57%
of sales in mature markets

43%
of sales in high growth markets

16,842
full time employees

185
locations

79
production sites



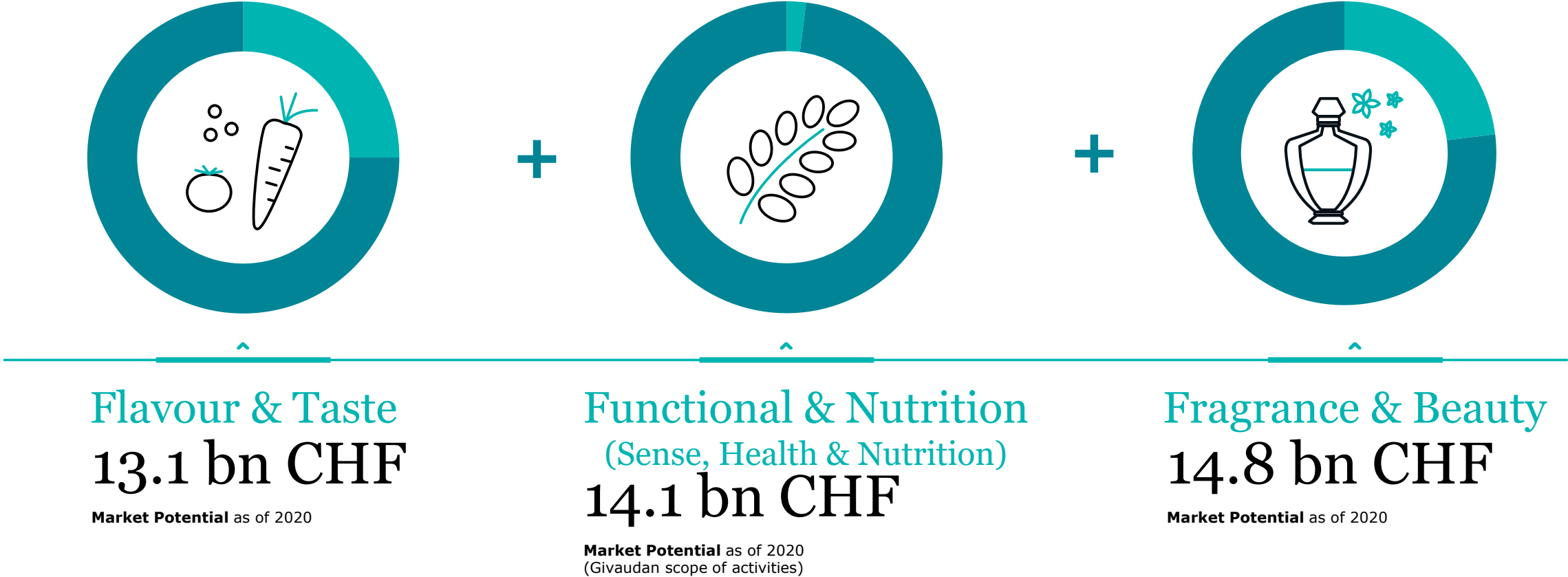
Operating in a significant addressable market

Givaudan's expanded market space worth **CHF 42bn**

>

Givaudan market share as of 2020

Market potential as of 2020



A research-driven innovation process

Supported by unrivalled capabilities and innovation



› 69

Creation and
application
Centres

› >120,000

Products sold
per year

› CHF 562 mln

R&D spend in 2021,
8.4% of sales

› > 550

Employees in
Science &
Technology

› > 3,600

Active
patents

Innovation initiatives and priorities



Supplier enabled
innovation
partnerships with
bioscience companies



Delivering differentiating
technologies and solutions in
Flavours, nutritional and
functional ingredients (clean
label delivery systems, health
and wellbeing solutions etc.)



Enabling novel consumer
experiences in Fragrances:
naturals, new sensory
experiences, sustainable
new molecules and
precursors etc.

Business processes enabled by digital tools

Selected digital initiatives

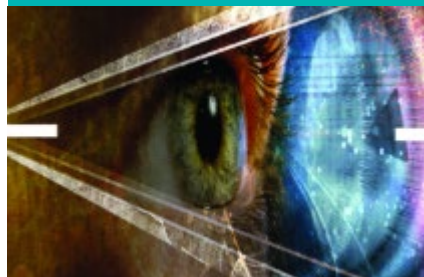
Carto - AI enabled creative design



A product creation experience:

- Playful and multi-sensorial human/machine interaction
- Smart suggestions powered by AI
- Collaboration-oriented environment enabling customer co-creation

Consumer and customer foresight



Discover new consumer behaviours through advanced analysis of social media and other external data

Capturing insights and converting them into business foresights

Robotic process automation



Create a virtual workforce to take over repetitive tasks, creating bandwidth for more value added activities

E.g. supply chain, HR, compliance forms, etc.

Factory 2.0



Identify how technology can improve the manufacturing environment:

- Automation (robots, processes)
- Safety (training, monitoring)
- Decision making (forecasting, predictive maintenance)
- Sustainability (greener processes)

Traceability



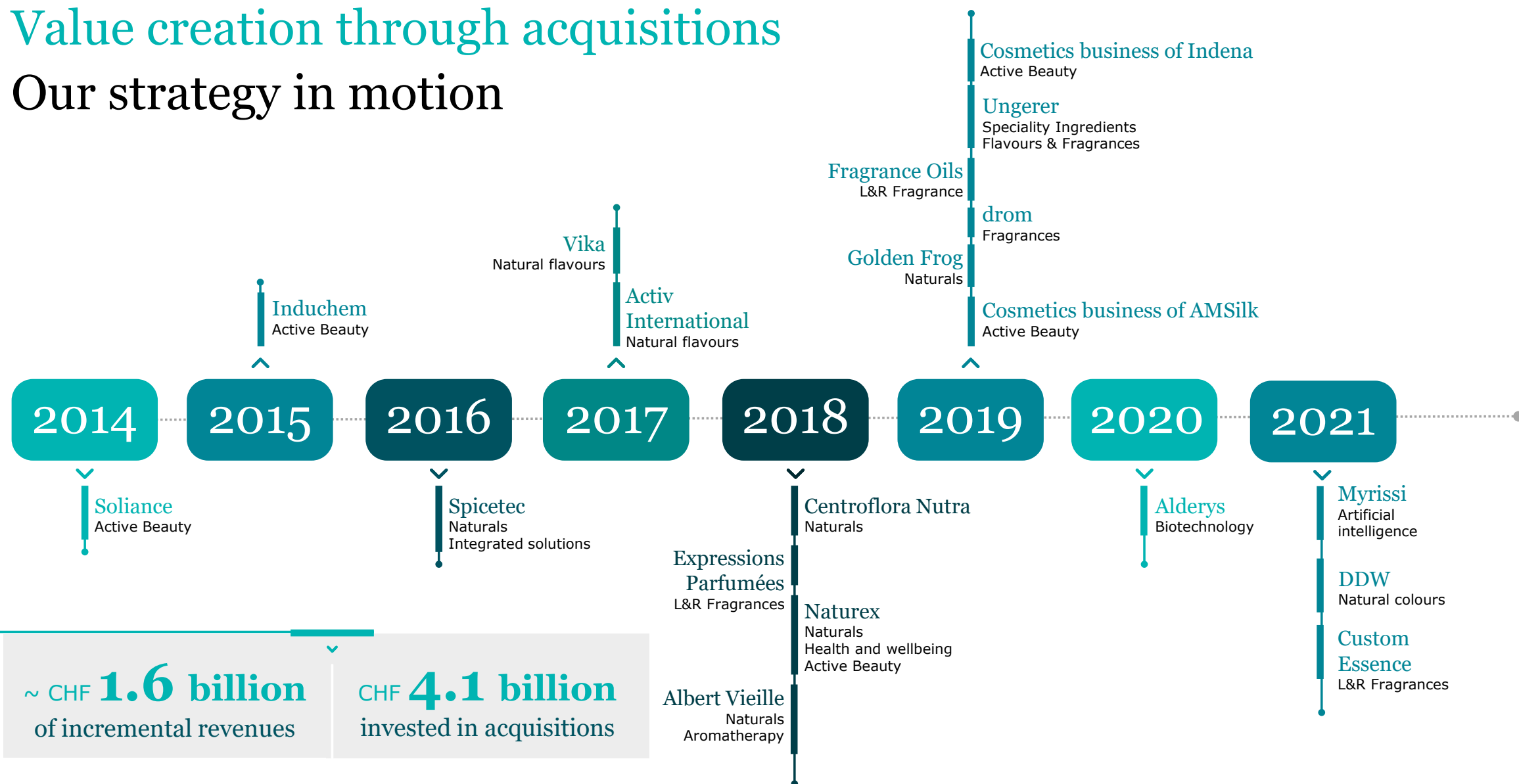
Guarantee traceability of products and their constituents, from source to consumer

Leverage technology to enable source-to-consumer traceability of raw materials

Track biodiversity impact, carbon footprint, water waste thanks to this traceability

Value creation through acquisitions

Our strategy in motion



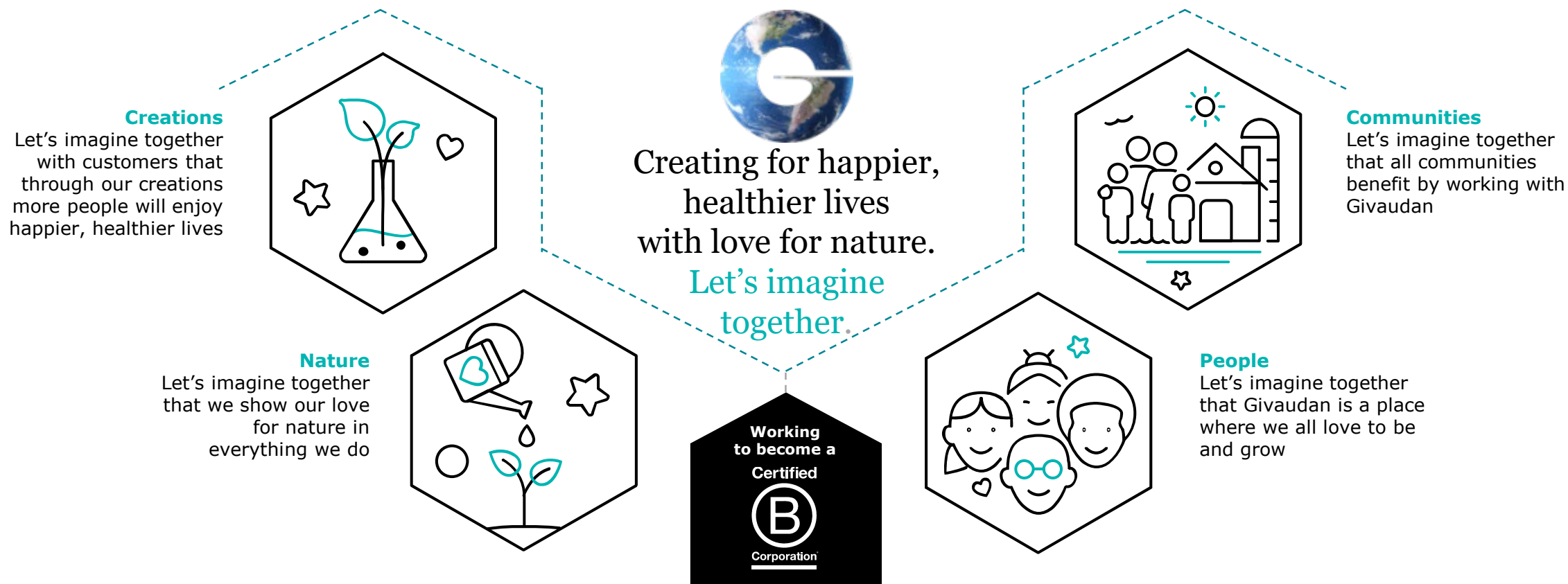
Future value creation

Through our 2025 strategy



Givaudan's purpose

Driving sustainable performance, and acting as a force for good



Megatrends

Impacting 2025 strategy

Consumer base is growing

Living longer and more consciously

Sustainability is of high concern

COVID-19:
E-commerce, self-care
and localisation gain importance

Trend ›



Impact ›

- Asia and Africa leading the way

- Consumers are focussing on
- health and
- transparency

- Consumers will buy more consciously
- Responsible businesses will
- create a positive impact on society and the planet

- Consumers will buy more online and increase spending on self-care
- Localisation will be even more important

Strategy 2025

Committed to Growth, with Purpose



Creations

We create inspiring solutions for happier, healthier lives



People

We nurture a place where we all love to be and grow



Nature

We show our love for nature through impactful actions



Communities

We bring benefits to all communities that work with us



Excellence, Innovation & Simplicity - in everything we do

4-5% GROWTH

PURPOSE LINKED TARGETS

>12% FCF

Strategy 2025

Performance commitments

Sales growth

4.0 – 5.0%

2021 – 2025
Average Like for Like¹ Sales Growth

>

Free cash flow

>12% of Sales

2021 – 2025
Average FCF² as % of sales

>

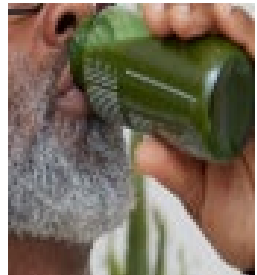
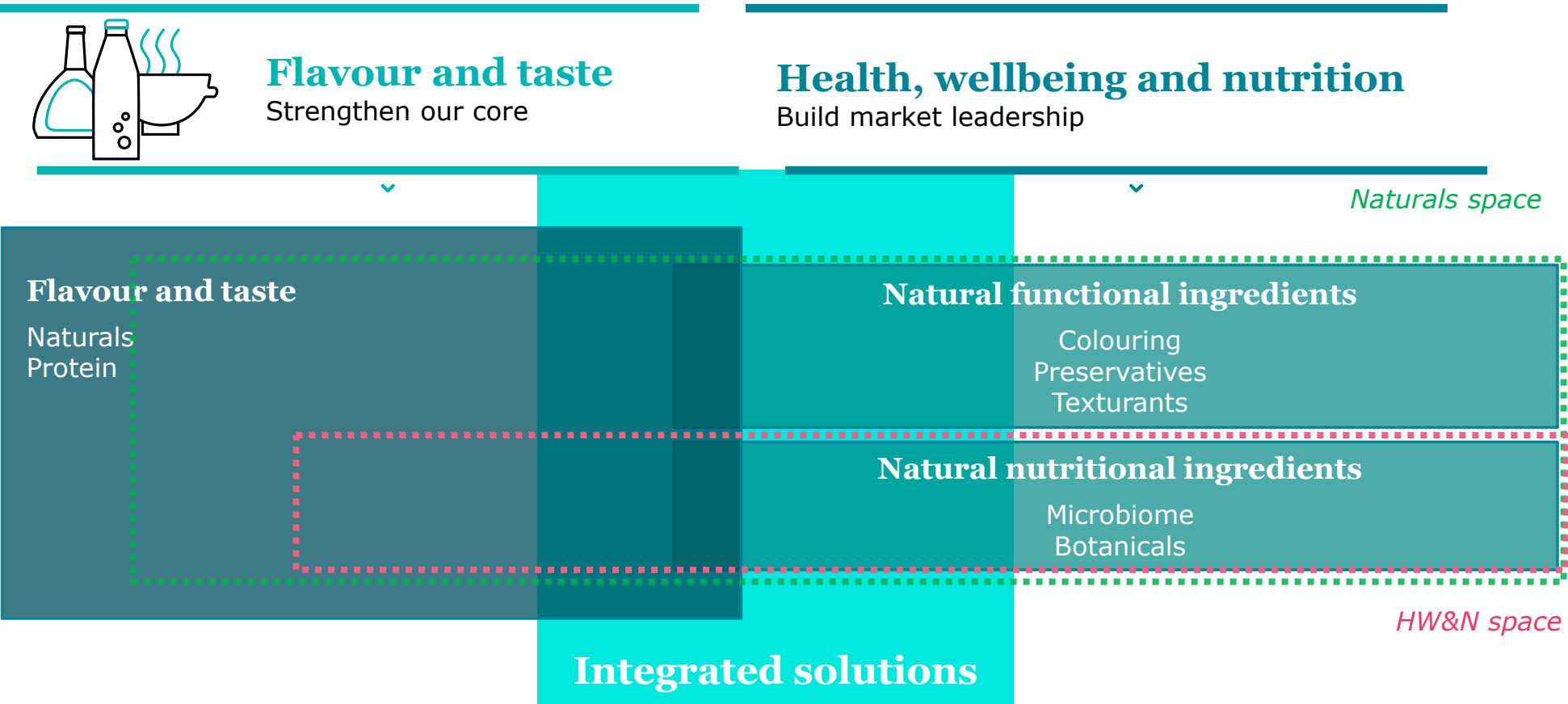
Purpose commitments

**Purpose
linked targets**

2021 – 2025
Progress towards all published
purpose targets

1. Like-for-like (LFL) is defined as: (a) sales calculated using the invoicing exchange rates of the prior year, (b) excluding sales of businesses acquired from the acquisition date until the period end date, up to 12 months from the acquisition date, and (c) excluding sales of the businesses disposed of from the disposal date until the period end date of the comparable prior period
2. Free Cash Flow (FCF) refers to operating cash flow after net investments, interest paid, lease payments and purchase and sale of own equity instruments

Leveraging the full portfolio to reach our growth ambitions in Taste & Wellbeing



New and superior product offering in Fragrance & Beauty



A group of four children are standing in a field of lush green plants with small white flowers. The child in the foreground is wearing a yellow shirt and has their back to the camera. Behind them, a child in a green and blue striped shirt is also seen from the back. To the right, two other children are looking towards the camera; one is wearing a white shirt and the other a blue shirt. The background is a vast field of similar green plants under a bright sky.

Purpose and 2025 strategy

Encapsulate our approach to ESG

Purpose-linked targets

Encapsulate our approach to ESG

Creations

E S G



By 2030

- We will double our business through creations that contribute to happier, healthier lives.

Nature

E G



Before 2030

- Our operations' carbon emissions will be cut by 70% and our supply chain emissions by 20%
- We will replace single-use plastics with eco-friendly alternatives across our sites and operations

Before 2040

- Our operations' will be climate positive and our supply chain emissions will be cut by 50%

Before 2050

- Our supply chain will be climate positive

People

S G



Before 2025

- Everyone on our sites will have access to mental and physical health initiatives, tools and training
- We will reduce our total recordable injury rate by 50%
- We will be rated among the leading employers for inclusion globally

Before 2030

- 50% of our senior leaders will be from high growth markets
- 50% of our senior leadership will be women

Communities

E S G



By 2030

- We will source all materials and services in a way that protects people and the environment
- We will improve the lives of millions of people in communities where we source and operate

E Environment S Social G Governance



History of acting sustainably with solid track record of ESG ratings

Confidence in achieving ambitious purpose targets



**FTSE4Good
Index Series**



Double 'A rating'
for climate and
water for three
consecutive years

CDP leader board
recognition for supplier
engagement¹

Awarded the
EcoVadis Gold
medal, ranking us in
the top 5%
of more than 75,000
businesses

Rated as 'low-risk' in
2021 with a score of
19.1 and a chemicals
industry **ranking 13**
out of 480

Included in
SXI Swiss
Sustainability 25
Index

Ranked in the
top 2% in the
FTSE4Good Index
Series, among
our peers

MSCI ESG
AAA Rating
since 2017

Transparent disclosure of comprehensive, audited ESG data based on reporting standards



Givaudan has applied the
GRI frameworks since 2010



Givaudan has adopted
Integrated reporting since 2016

1. 2021 score published end of Feb. 2022

Creations for happier, healthier lives of millions of people

Doubling our business by 2030

We will impact millions of lives by working with our customers to develop creations for happier, healthier lives

By 2030

> We will double our business through creations that contribute to happier, healthier lives



Taste & Wellbeing

Going beyond great taste to create food experiences that do good and feel good, for body, mind and planet

- **Flavour and taste solutions:** authentic flavours, kitchen ingredients, taste-enhancing technologies
- **Natural functional ingredients:** colours, preservatives, texturants
- **Natural nutritional ingredients:** microbiome, botanicals
- **Plant-based food:** non-animal protein alternatives
- **Solutions to reduce undesirable ingredients** (sugar, salt, fat) and add health-supporting nutrients (vitamins, minerals fibers)



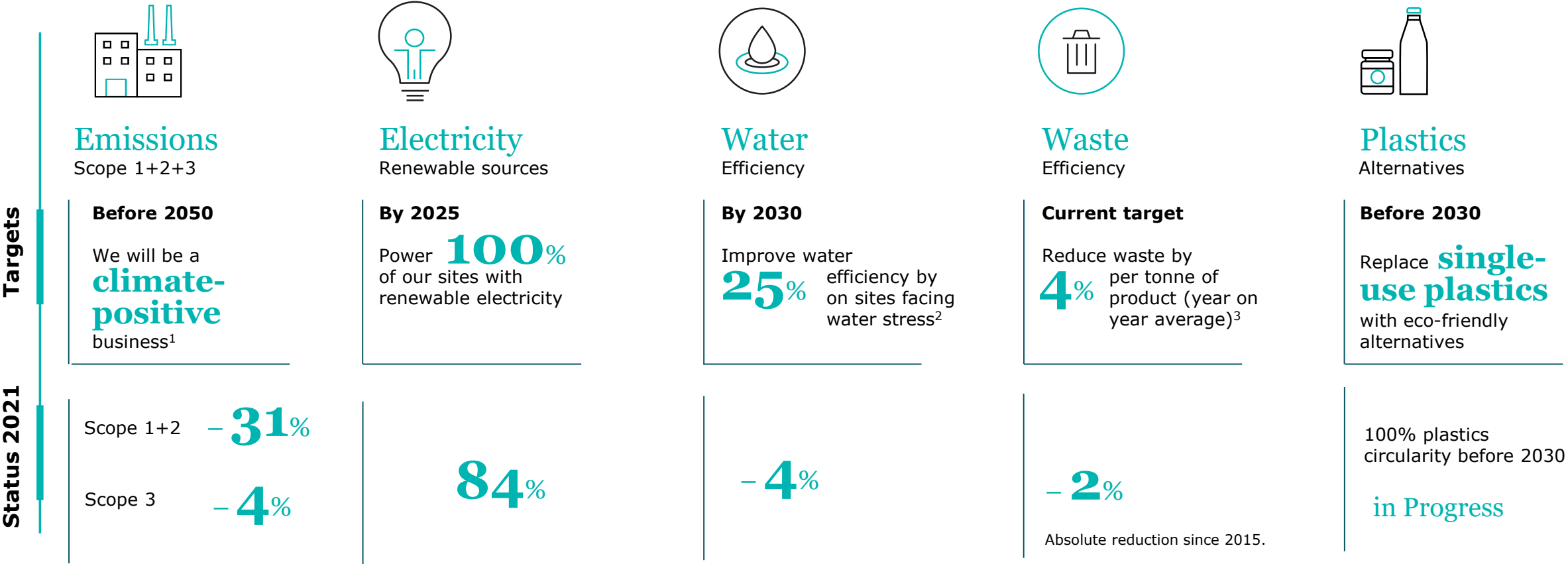
Fragrance & Beauty

Craftsmanship, creativity, and passion for happier, healthier lives through fragrances for every moment

- **Consumer products** for personal, home, fabric and oral care
- **Fragrances and beauty products** that spark happiness and delight
- **Fragrances to improve emotional wellbeing:** leveraging neuro-sciences to enhance sleep, emotional benefits and wellbeing

Sustainable value creation

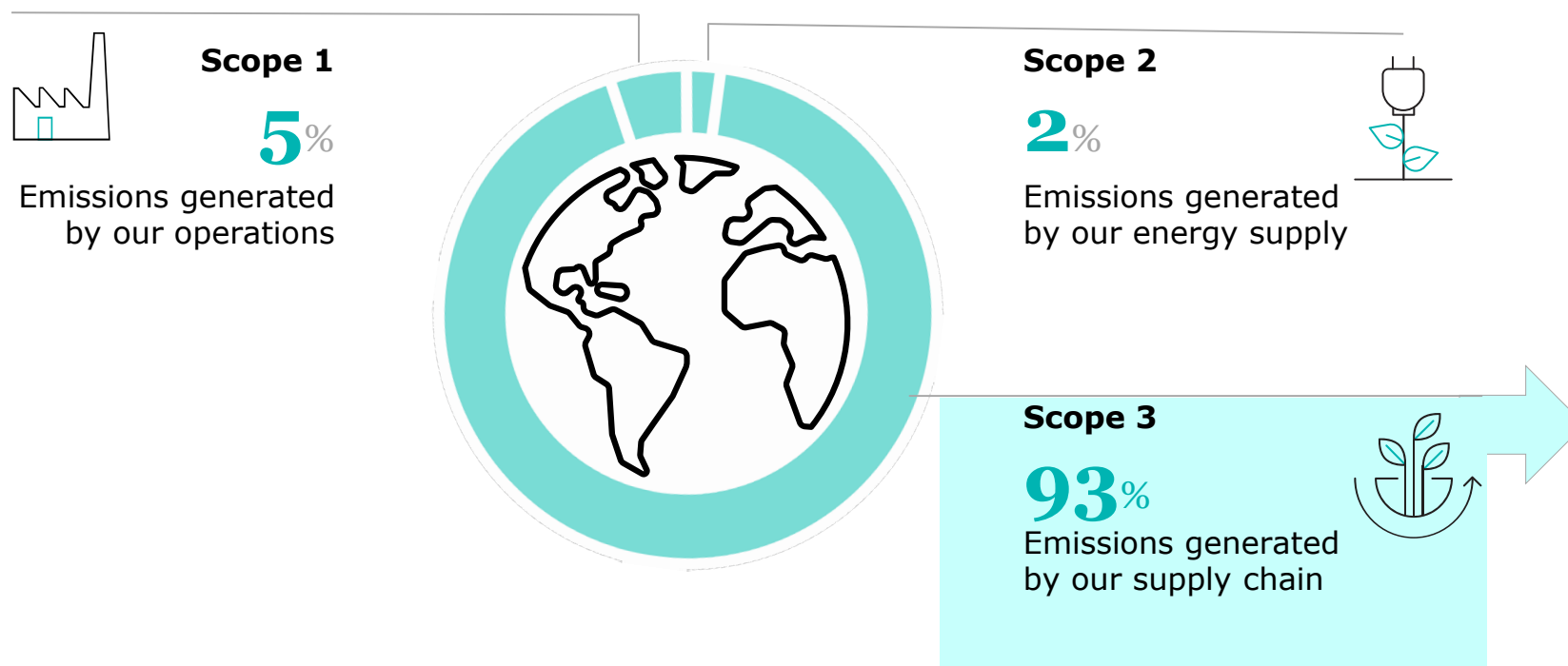
Having a positive impact on nature



1. Scope 1, 2, 3, with intermediate targets before 2030 and 2040.
2. For municipal and groundwater (m³) per tonne of production. baseline 2020.
3. For incinerated and landfilled waste, baseline 2015.

Givaudan's carbon footprint

Our value chain emissions



About 2,300,000 tonnes GHG emissions per year

TARGETS – Scope 3

- Before **2050**, Our supply chain will be **climate positive**

Actions driving our Roadmap:

Engage suppliers in the net-zero journey

Refine understanding of our ingredients footprint and **drive ingredient innovation**

Reduce **other emissions** linked to our value chain

Sustainable value creation

Procurement practices bringing benefits to all involved

CHF **2.7** bn

Raw material / consumable
spend per year

>225

People in global procurement
worldwide

>11,000

Number of different
raw materials sourced

57%

Renewable
raw materials

43%

Non-renewable
raw materials

Sourcing4Good is a step change in our responsible sourcing journey



Ensures **trust and compliance** across our
entire supply chain



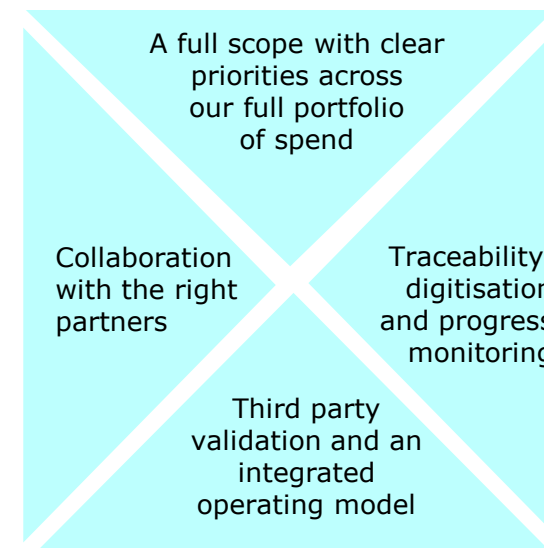
It allows us to embark on **collaborative transformational projects** in selected
supply chains



Brings **end-to-end** raw
material traceability in key
supply chains

Builds on our heritage of
action in sourcing
responsibly.

This flagship programme is
closely tied to our goal to
source all materials and
services in a way that
protects **people** and the
environment before 2030.



Protecting the environment

Preserving the biodiversity



Supporting the conservation of diversity of species

- Collaborating with the **University of California, Riverside (UCR) on Citrus Variety Collection**
- Supporting the **care and preservation** of the most **extensive, unique and diverse citrus collection** against threat of greening disease
- The collection includes 1,000 varieties of citrus fruits from around the globe



Sustainable use of natural resources through best practices

- **Devil's Claw sustainable** wild collect programme in Namibia
- **Securing the long term supply** of this major medicinal plant
- **Organising wild collect** of roots and **train locals** to responsible practices



Commitment to forest conservation

- Received the **Conservation International's Hero award** for the Tonka Bean programme in Venezuela
- **Preserving the forests, the flora and fauna** through the Conservation Stewards Program
- **Empowering local communities** to conserve 150,000 hectares of forests in the Caura Basin

Fully traceable supply chain

Enhancing agricultural practices

Contributing to Positive environmental impacts

- Soil health preservation
- Biodiversity conservation
- Increased carbon sequestration in the soil

Full traceability of Guarana seeds from the field to the final extract

Improved incomes for farmers

More **market visibility** for farmers

Supported by Sustainable agricultural practices

- Better fertilisation methods
- Improved pruning practices to increase fruit yields
- Investigating plant material improvement



Example: Guarana (Brazil)

An iconic botanical which seeds help fight tiredness and boost physical and mental performance. Used mostly in energy drinks and food supplements.

A place where people love to be and grow

Diversity and inclusion

A diverse, inclusive organisation to best meet our business goals.

Before 2030, we will be an even more balanced and inclusive company

Before 2025

- > We will be rated amongst the leading employers for inclusion globally

Before 2030

- > 50% of our senior leaders will be from high growth markets
2021: 26%

Before 2030

- > 50% of our senior leaders will be women
2021: 26%



A place where people love to be and grow

Caring for employees

Caring for employee's safety, health and mental well-being

Before 2025

- > We will reduce our total recordable injury rate by 50%
2021: -22%

Before 2025

- > Everyone on our sites will have access to mental and physical health initiatives, tools and training



A strong track record of growth and value creation

Value creation history at Givaudan



Key investment highlights

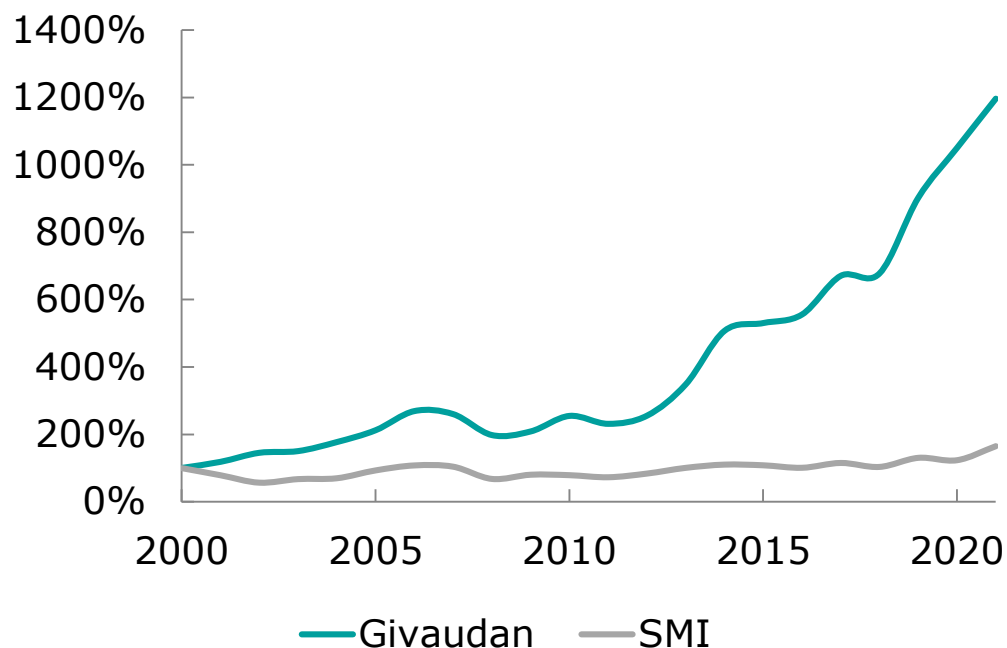
Givaudan has a strong track record of delivering with excellence

- A company inspired by its purpose, engaged in the B Corp certification and part of the B Builders Movement
- A highly resilient / defensive business model:
 - Key products that are the most important part of consumer staples and the decisive factor behind the repurchase decisions of consumers
 - High barriers to entry (complexity, R&D, consumer insight, regulations, etc.)
 - Competition focused on innovation, quality and service, not on price
- Natural hedges for sustainable growth:
 - Diversified exposures to all regions and market segments (including premium, private label and regional players in emerging markets)
 - Emerging markets/urbanisation-driven growth model
- Consistency in strategy, execution, result delivery and stability of management

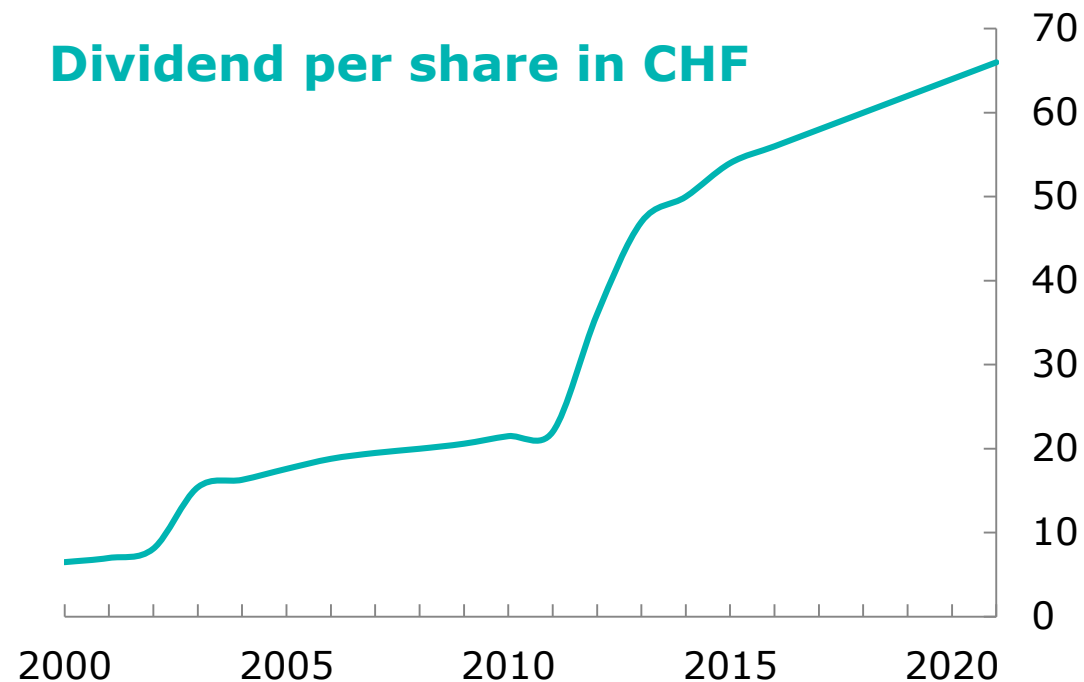
Value creation at Givaudan

Sustained value creation for shareholders

Share price evolution vs SMI



Dividend per share in CHF



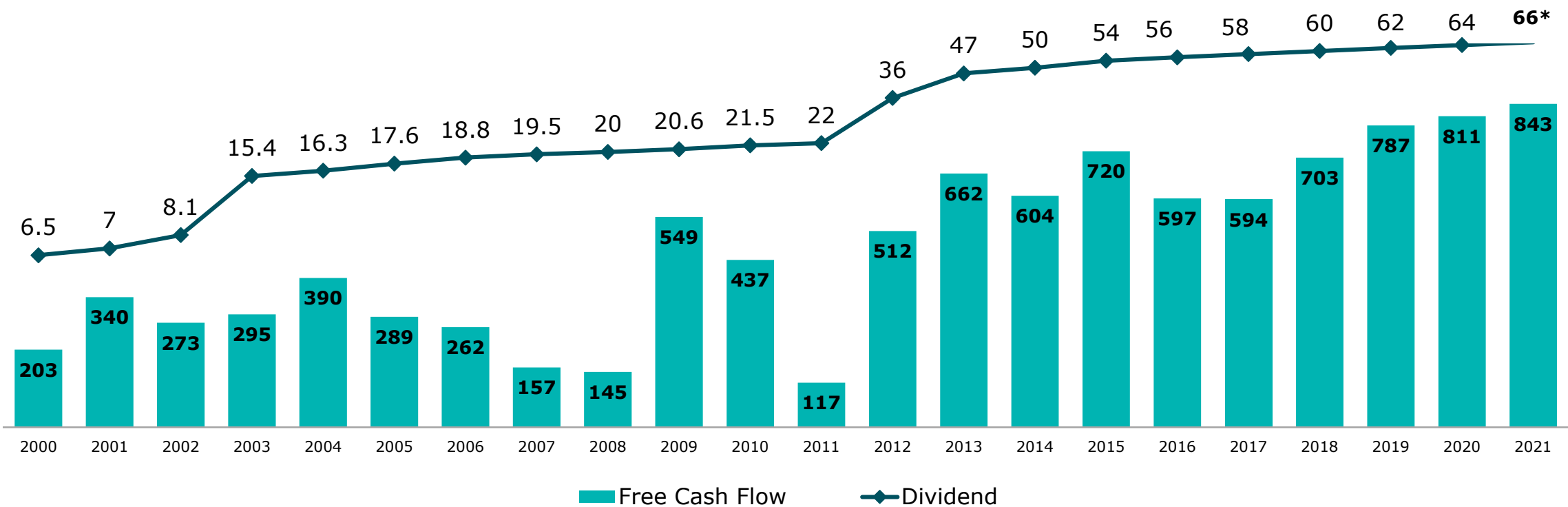
>CHF **40 Billion**
of Total Shareholder return since
the IPO

Average annual yield of
13.6%
vs 4.6% of SMI

Value creation at Givaudan

Dividend per share, increasing 3.1% over 2020

* Subject to approval of shareholders at the AGM in March 2022



2021 Full Year Results

Strong start to the 2025 strategic cycle



2021 Full year results

Performance highlights

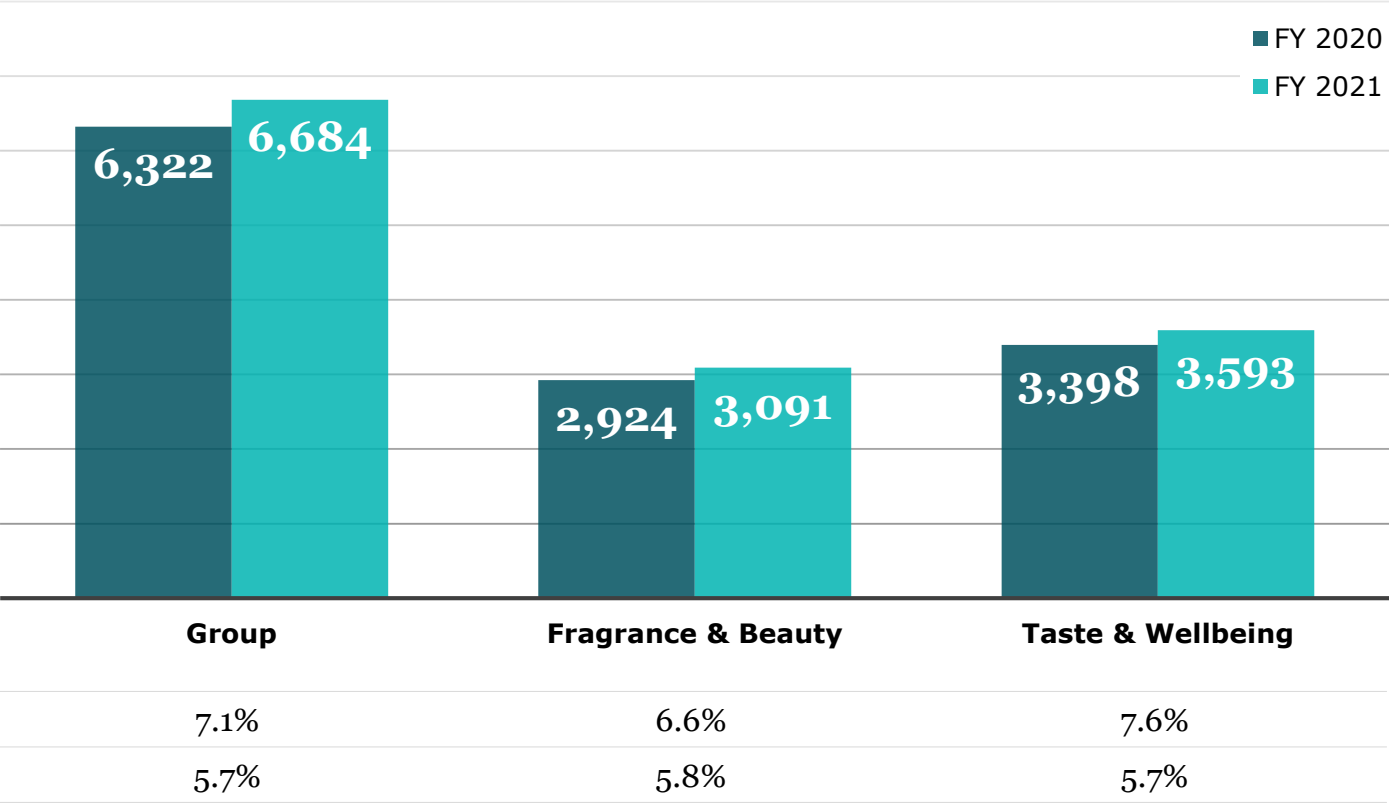
- Sales of CHF 6.7 billion, up 7.1% on a like-for-like* basis and 5.7% in Swiss francs
- All 2025 strategic focus areas on track and contributing to the results
- EBITDA of CHF 1,482 million, an increase of 6.0% – EBITDA margin of 22.2% compared to 22.1% in 2020
- Comparable EBITDA margin of 22.5% compared to 22.8% in 2020
- Free cash flow of CHF 843 million, an increase of 3.9% over 2020 – Free cash flow of 12.6% of sales
- Proposed dividend of CHF 66.00 per share, up 3.1% year-on-year

* Like-for-like: excludes the impact of currency, acquisitions and disposals

Sales performance

Strong growth in both divisions

In CHF million

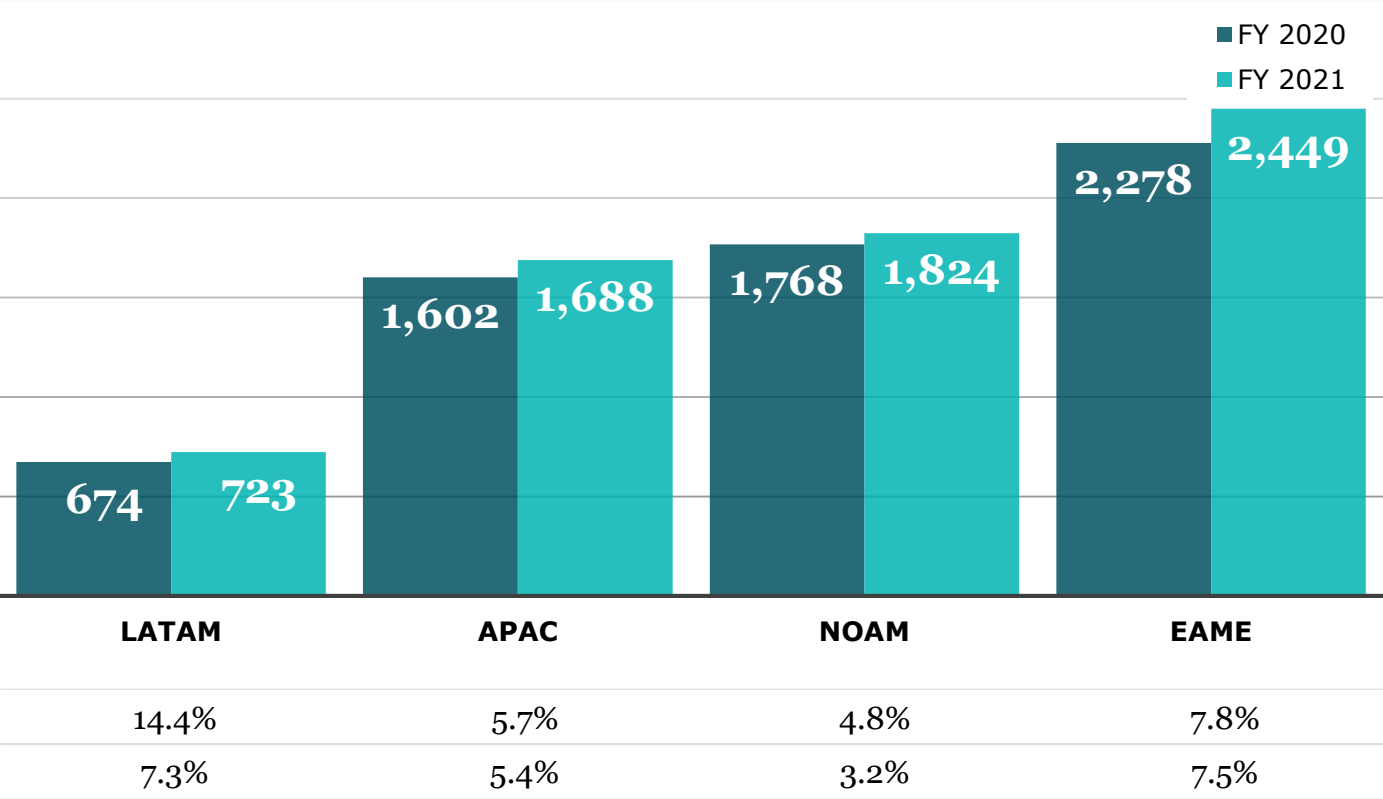


* Like-for-like: excludes the impact of currency, acquisitions and disposals

Sales evolution by region

All regions contributing to the growth

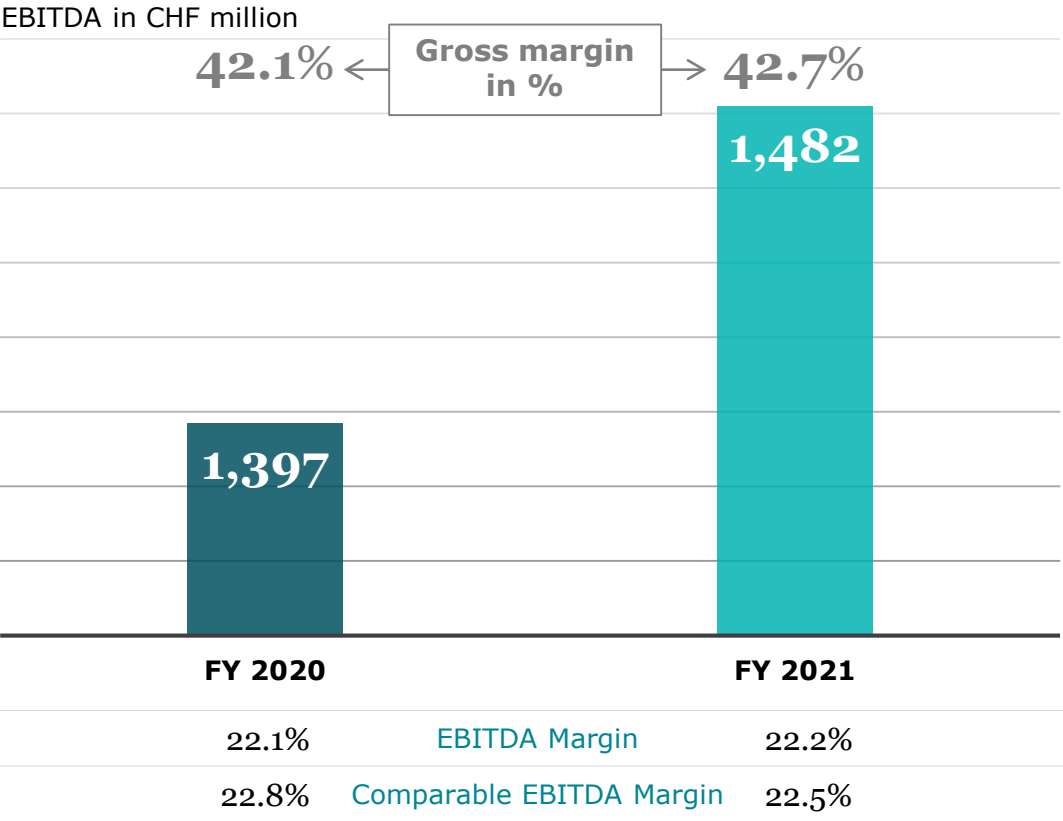
In CHF million



* Like-for-like: excludes the impact of currency, acquisitions and disposals

Operating performance

Group



Sales of CHF 6,684 million, an increase of 7.1% on a like-for-like basis* and 5.7% in Swiss francs

EBITDA of CHF 1,482 million, increased from CHF 1,397 million in 2020

EBITDA margin of 22.2% compared to 22.1% in 2020, with the comparable EBITDA margin at 22.5% versus 22.8% in 2020

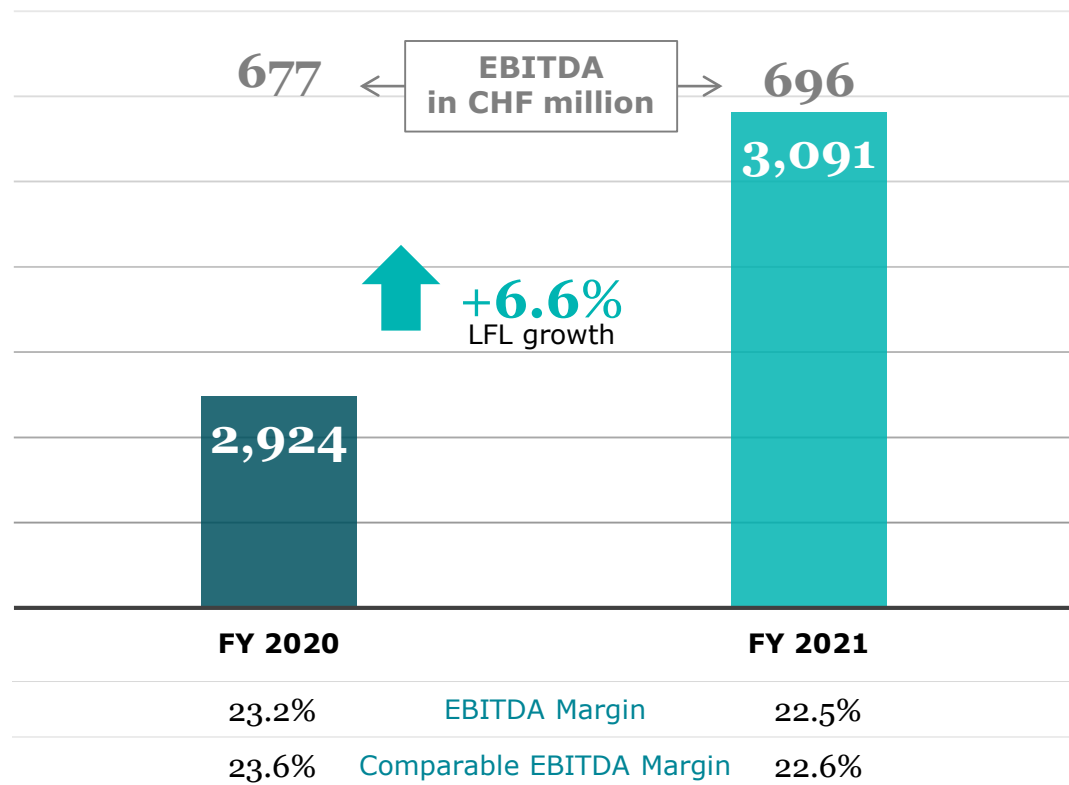
As % of sales

* Like-for-like: excludes the impact of currency, acquisitions and disposals

Operating performance

Fragrance & Beauty

Sales in CHF million



Sales of CHF 3,091 million, an increase of 6.6% on a like-for-like basis* and 5.8% in Swiss francs

EBITDA of CHF 696 million, increased from CHF 677 million in 2020

The increase was mainly driven by higher sales and the contribution of the recent acquisitions in terms of growth and synergies, despite the increased pressure on supply chain costs across the business

Acquisition and restructuring costs of CHF 2 million, compared to CHF 7 million in 2020

EBITDA margin of 22.5% compared to 23.2% in 2020, with the comparable EBITDA margin at 22.6% versus 23.6% in 2020

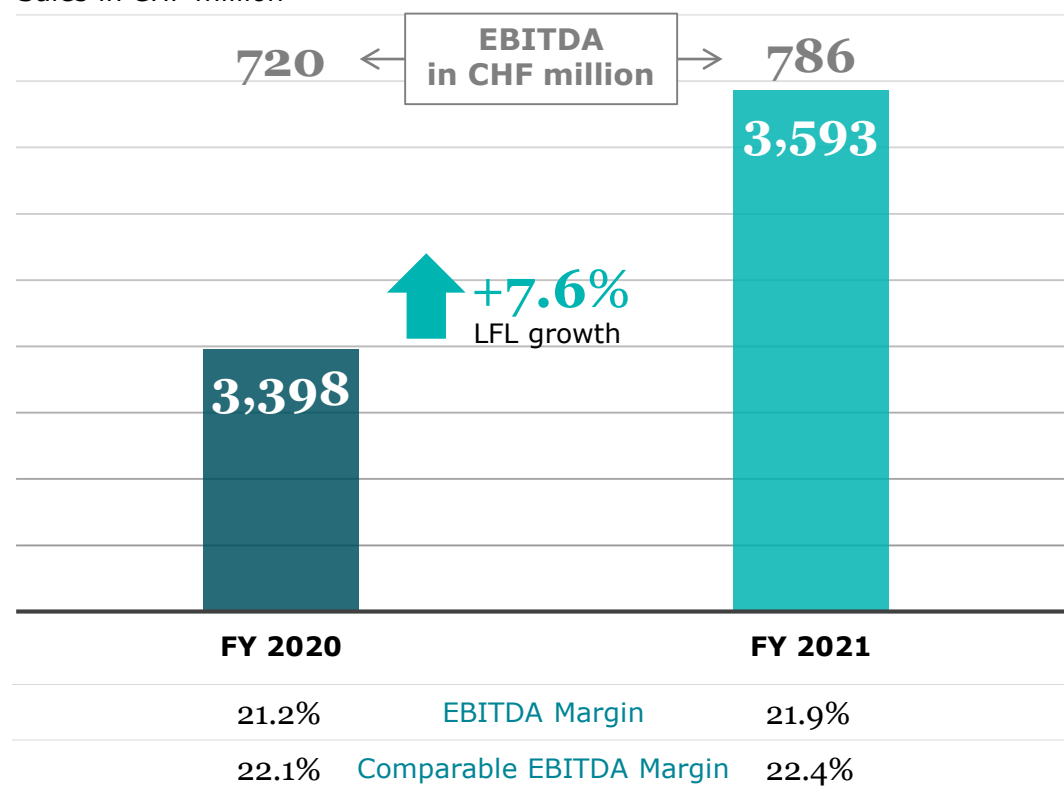
As % of sales

* Like-for-like: excludes the impact of currency, acquisitions and disposals

Operating performance

Taste & Wellbeing

Sales in CHF million



Sales of CHF 3,593 million, an increase of 7.6% on a like-for-like basis* and of 5.7% in Swiss francs

EBITDA of CHF 786 million, increased from CHF 720 million in 2020

Acquisition and restructuring costs of CHF 20 million, compared to CHF 32 million in 2020, largely related to the integration of the recently acquired companies and ongoing optimisation of the manufacturing footprint

EBITDA margin of 21.9% compared to 21.2% in 2020. The comparable EBITDA margin was 22.4% versus 22.1% in 2020

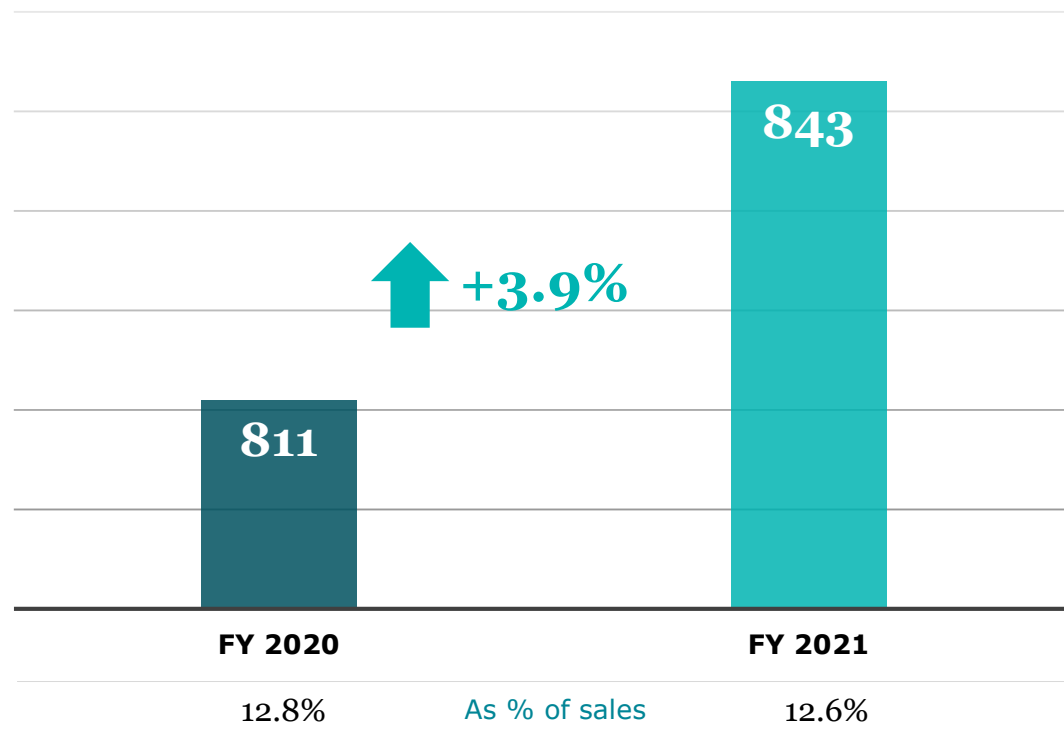
As % of sales

* Like-for-like: excludes the impact of currency, acquisitions and disposals

Free cash flow

Sustained underlying performance

In CHF million



Free cash flow of CHF 843 million, compared to CHF 811 million in 2020. Free cash flow is 12.6% of sales compared to 12.8% in 2020

Operating cash flow of CHF 1,288 million, compared to CHF 1,189 million in 2020

Total net investments of CHF 247 million, or 3.7% of sales, as the Group continues to invest in growth and the integration of recent acquisitions. The net investments in 2020 were 3.4% of sales

Net Working capital of 24.0% of sales compared to 24.4% in 2020

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