

14 April 2026

Spring Investor Conference

First quarter sales and Fine Fragrance SAMEA

Givaudan
Human by nature

Introduction

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Christian Stammkoetter
CEO

- Introduction
- 2026 First quarter sales
- 2030 Strategy & Outlook
- Introduction to SAMEA region

Guest-speaker

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Danielle Hokayem
Director Fine Fragrance
SAMEA

- Fine Fragrance SAMEA

Q&A

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Q&A

- Questions from the audience present in the room
- Questions via the Q&A chat on the webcast platform

Showcase & Lunch

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Showcase & Lunch

- SAMEA Fine Fragrance showcase
- Standing Lunch



Introduction

1

Christian Stammkoetter CEO

2026 First quarter sales

We are pleased with the solid start that we have made to 2026, against strong prior year comparables. In an environment where geopolitical volatility persists and end market conditions in selected markets remain challenging, the strong natural hedges of Givaudan across business segments, geographies and customer groups continue to support the resilience of our business.

2026 First quarter sales

Group sales

1,875
million CHF

+2.8%
like-for-like*

-5.2%
in Swiss francs

Market performance*

+4.0%
high growth markets

+1.7%
mature markets

Regional performance*

-4.6%
LATAM

+6.6%
APAC

+1.6%
NOAM

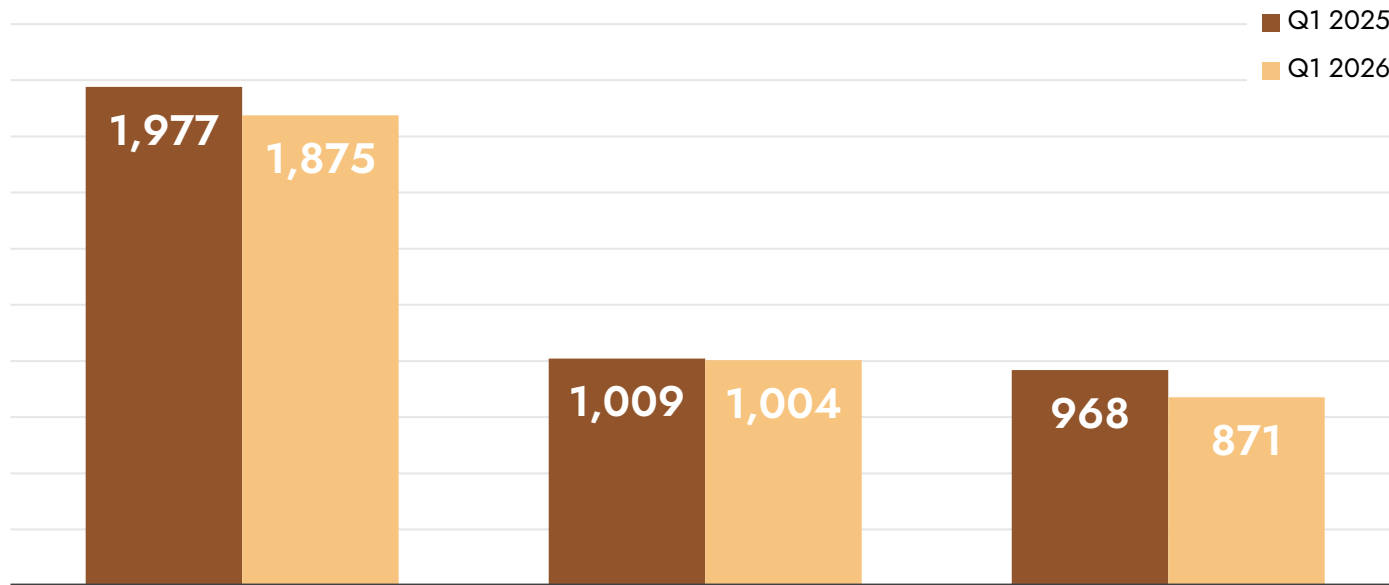
+3.5%
EAME

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

2026 First quarter sales

Solid start to the year

In CHF million



Group

Fragrance & Beauty

Taste & Wellbeing

2.8%

5.9%

-0.4%

-5.2%

-0.6%

-10.0%

7.4%

9.8%

5.0%

GROUP SALES

1,875 million CHF **+2.8%** LFL*

FRAGRANCE & BEAUTY

1,004 million CHF **+5.9%** LFL*

TASTE & WELLBEING

871 million CHF **-0.4%** LFL*

% 2026 growth on LFL* basis

% 2026 growth in CHF

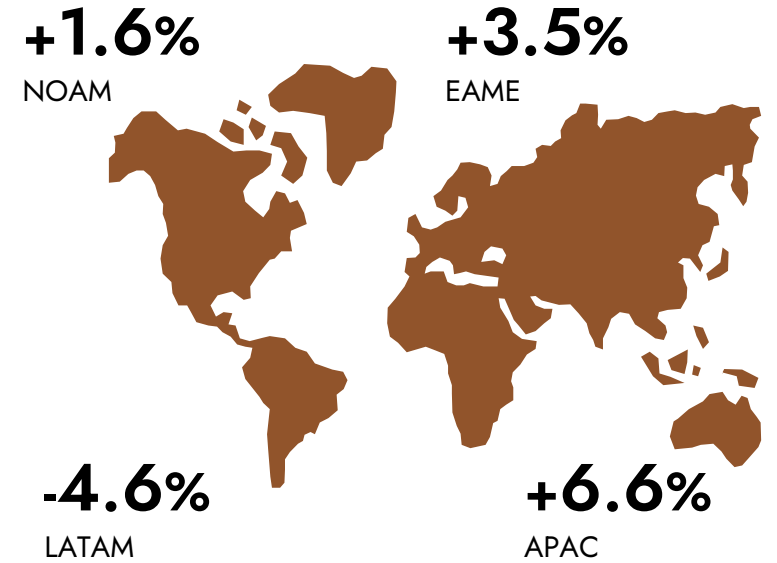
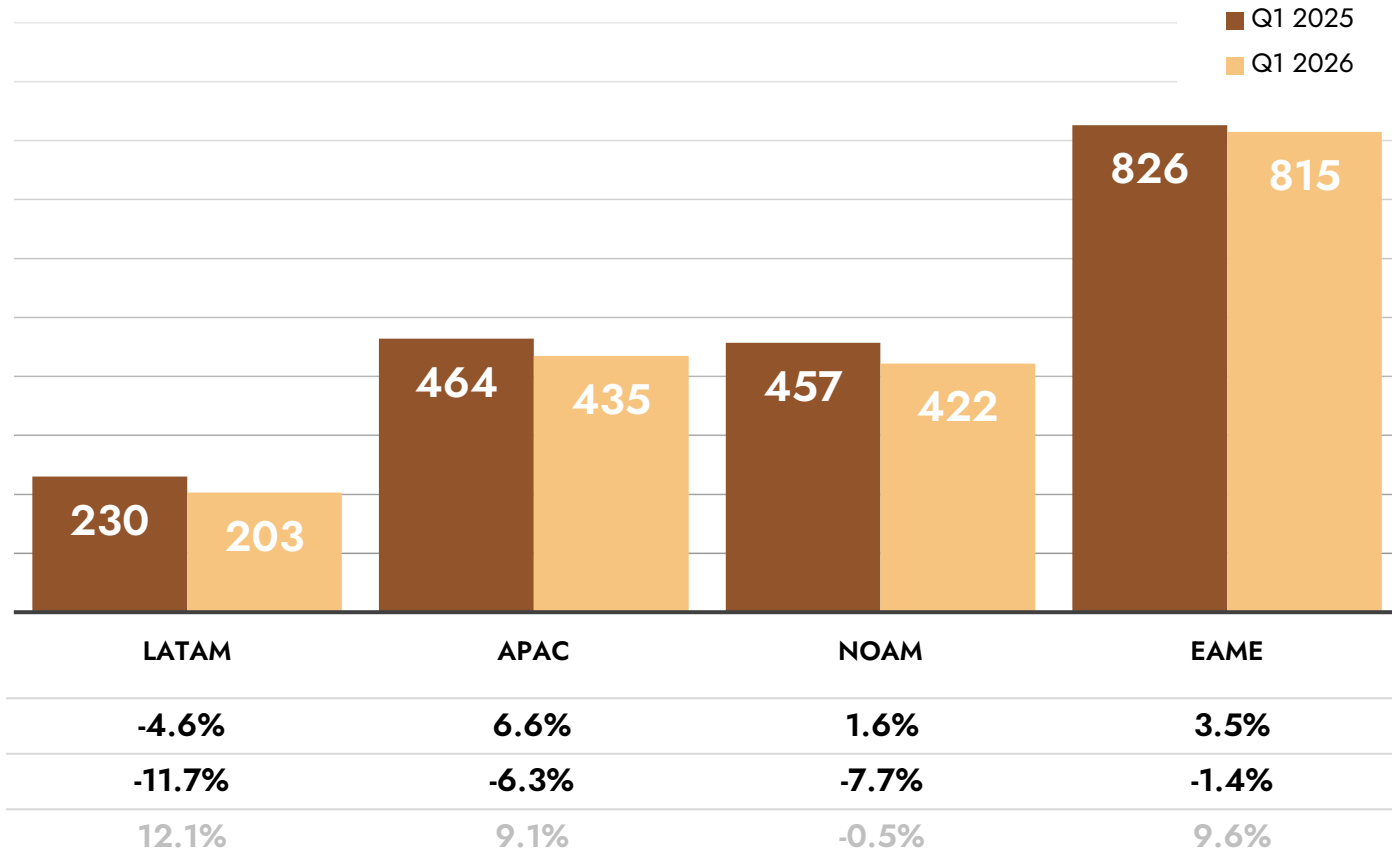
% 2025 growth in LFL* basis

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

Sales evolution by region

Solid LFL growth offset by continued CHF strength

In CHF million



% 2026 growth on LFL* basis

% 2026 growth in CHF

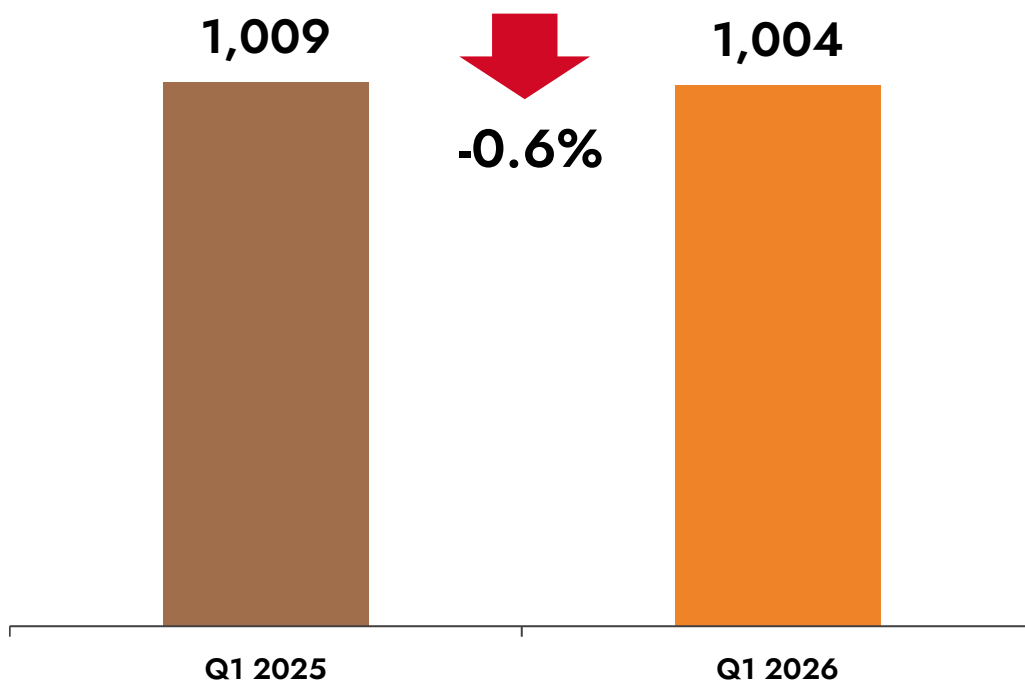
% 2025 growth on LFL* basis

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

Fragrance & Beauty

Sales growth of **5.9%** on a LFL* basis

In CHF million



SALES BY BUSINESS UNIT

	2025 Sales Growth LFL*	2026 Sales Growth LFL*
Fine Fragrance	16.7%	9.6%
Consumer Products	7.9%	7.8%
Fragrance Ingredients and Active Beauty	7.7%	-5.9%

SALES COMMENTARY

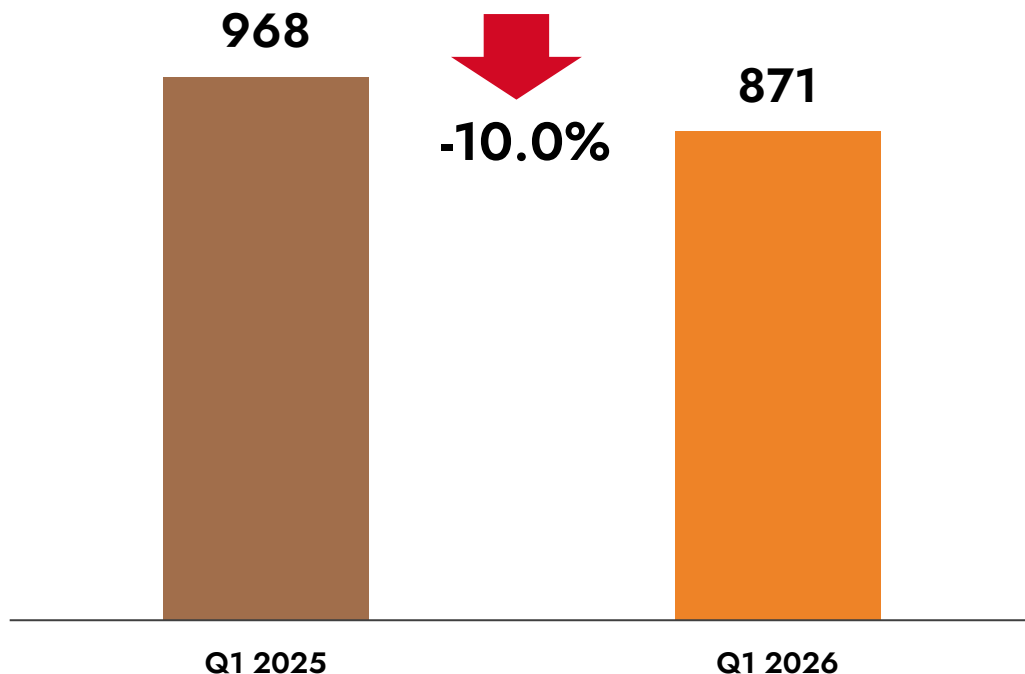
- Strong growth in Fine Fragrance against a strong prior year comparable
- Sustained strong growth in all consumer products categories, against a strong prior year growth
- Weaker performance in Fragrance Ingredients and Active Beauty

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

Taste & Wellbeing

Sales **-0.4%** on a LFL* basis

In CHF million



SALES BY REGION

	2025 Sales Growth LFL*	2026 Sales Growth LFL*
Europe	7.1%	-0.4%
South Asia, Middle East and Africa	10.4%	-7.1%
North America	0.5%	0.1%
Latin America	5.1%	-3.1%
Asia Pacific	6.1%	4.1%

SALES COMMENTARY

- Sales performance was mainly impacted by the challenging end market environment in some geographies
- Continued solid growth in Asia Pacific
- Solid growth in Snacks, Dairy and Natural Colours, offset by a weaker performance in Beverages and Savoury

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

Our 2030 strategy & outlook



Our purpose

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

2030 strategy

Why

Our purpose is creating for happier, healthier lives with love for nature. Let's imagine together.

What

Extend customer reach

Deepen geographical presence

Expand categories and portfolio

Driving sustainable growth with customers

How

Innovating for differentiating solutions

Delivering value with excellence and agility

Caring for people, nature and communities

Value creation

4–6% growth*
>12% free cash flow
Reaching our 2030 purpose ambitions

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

2030 strategy

Performance ambitions

SALES GROWTH

4.0 – 6.0%

2026 – 2030 Average
Like-for-like* sales growth

FREE CASH FLOW

>12% of sales

2026 – 2030 Average FCF** as % of sales

PURPOSE AMBITIONS

Purpose linked targets

2026 – 2030
Progress towards all published purpose targets

* 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.

** Free cash flow (FCF) refers to operating cash flow after net investments, interest paid, lease payments, and purchase and sale of own equity instruments.



2026 outlook

Key themes review

Market context

- Navigating in a volatile geopolitical landscape and uncertain market conditions
- Strong natural hedges across product segments, geographies and customer groups

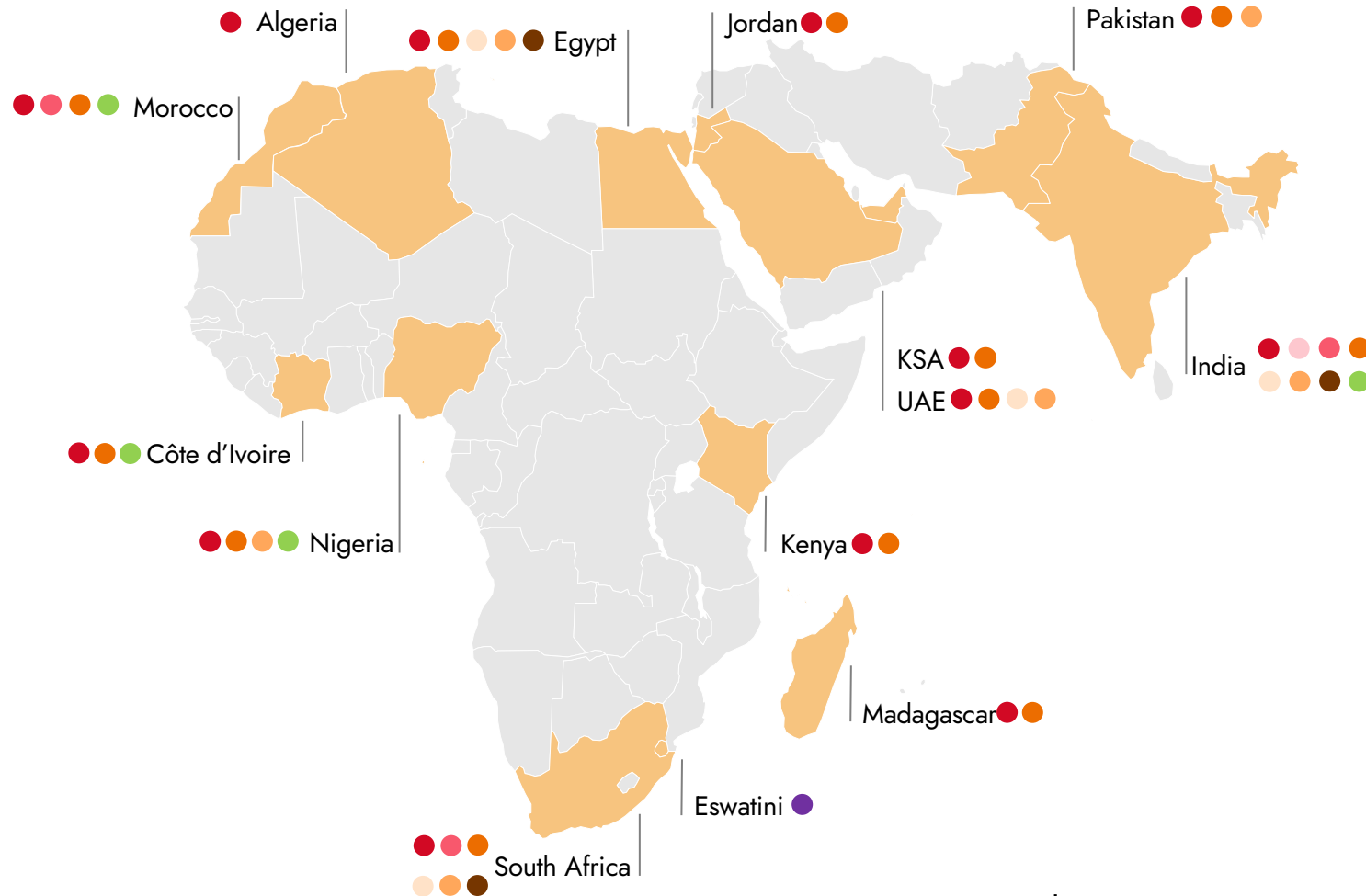
2026 outlook

- Increasing uncertainty on the outlook for input costs due to the Middle East conflict
- Strong focus on our customers and on maintaining our supply chain performance at a high level
- Additional pricing actions will be taken to fully compensate for any incremental input costs.

Introduction to region SAMEA

Our presence in SAMEA

T&W full capabilities, F&B sales, creation & application



>1,390 employees

13 countries with commercial presence

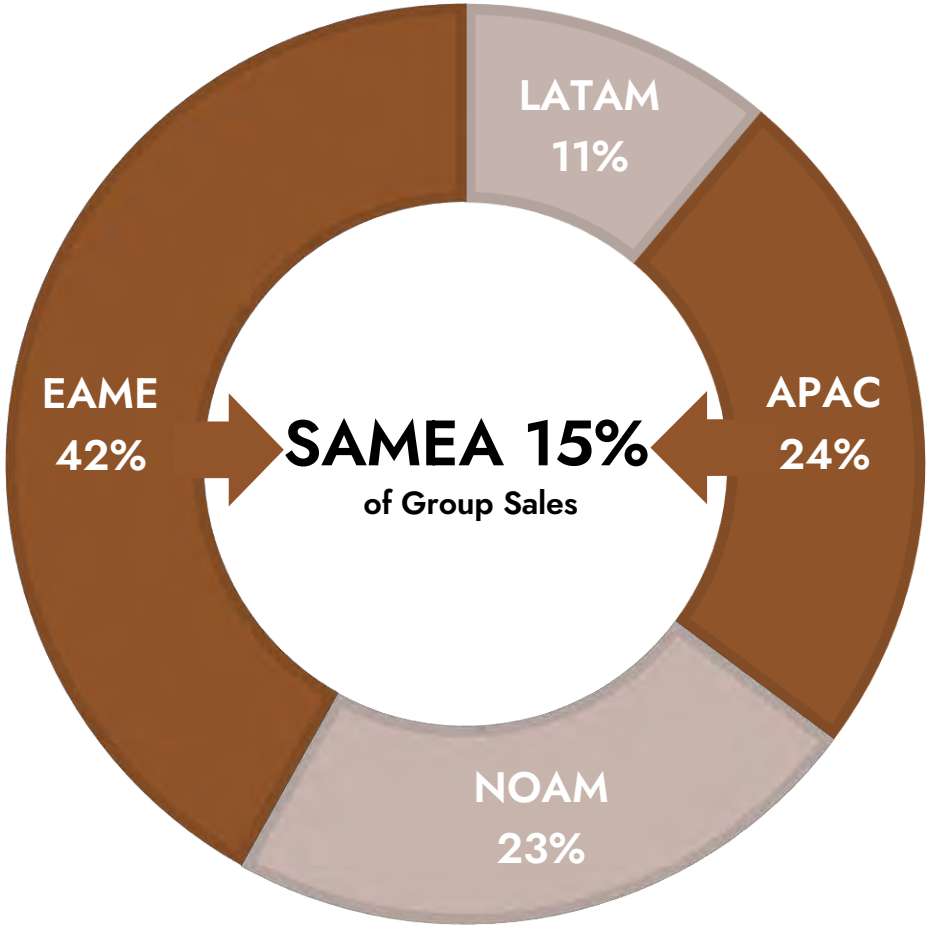
8 production sites

5 creation centres

Sales in >30 countries in the region

- | | |
|-------------------|-------------------|
| ● Sales F&B | ● Application T&W |
| ● Creation F&B | ● Production T&W |
| ● Application F&B | ● Naturals |
| ● Sales T&W | ● Natural Colours |
| ● Creation T&W | |

SAMEA a large diverse region from Pioneer to Industry Leader



SAMEA 15% of group sales

- Diverse region spanning from India to South Africa
- Middle East region high-single digit sales contribution
- Fragrance & Beauty SAMEA 5 year¹ LFL CAGR 17%
- Middle East region sales contribution in low teens
- Fine Fragrance SAMEA 2nd largest region
- Taste & Wellbeing SAMEA 5 year¹ LFL CAGR 13%
- Middle East region mid-single digit sales contribution

¹ 2021-2025 period

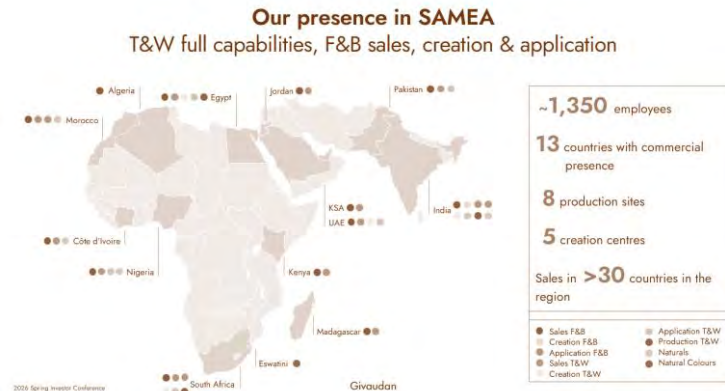
Navigating the Middle East crisis

Assessing the impact on our business

Givaudan set-up in the region

Givaudan has a strong and diversified presence across the SAMEA region, combining commercial and operational activities, embedded in local markets.

In both divisions we are creating in the region for our customers, to support local consumer trends and the growing export business of our customers.



Impact of the crisis

The evolving geopolitical situation is driving increased uncertainty around input costs across the business — including raw materials, energy, packaging, and freight — as well as potential broader economic effects.

Additional pricing actions are being implemented to fully compensate for any incremental input and transport costs.



How we continue to operate

We have strong business continuity plans, supported by dedicated local teams and diversified supply chains, ensuring agility, continued service and the safety of our people.

Despite the current challenges, regional demand remains resilient, with both local business and customer exports continuing to perform well, reinforcing Givaudan's long-term leadership in the region.



Guest-speaker

2

Danielle Hokayem Fine Fragrance Director

Fine Fragrance SAMEA

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**For the full presentation, please contact
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