



FINANCIAL REVIEW

For the year ended 31 December

in millions of Swiss francs except earnings per share data	2023	2022
Sales	6,915	7,117
Gross profit	2,846	2,762
as % of sales	41.2%	38.8%
EBITDA °	1,473	1,476
as % of sales	21.3%	20.7%
Operating income	1,116	1,112
as % of sales	16.1%	15.6%
Income attributable to non-controlling interests	-	_
Income attributable to equity holders of the parent	893	856
as % of sales	12.9%	12.0%
Earnings per share - basic (CHF)	96.81	92.83
Earnings per share - diluted (CHF)	96.47	92.51
Operating cash flow	1,373	948
as % of sales	19.9%	13.3%
Free cash flow b	920	479
as % of sales	13.3%	6.7%

a) EBITDA defined as Earnings Before Interest (and other financial income (expense), net), Tax, Depreciation and Amortisation, corresponds to operating income before depreciation, amortisation and impairment of long-lived assets.

For the six months ended 31 December (unaudited)

2023	2022
3,380	3,465
1,398	1,303
41.4%	37.6%
710	660
21.0%	19.0%
530	481
15.7%	13.9%
-	_
444	416
13.1%	12.0%
48.12	45.09
47.94	44.99
1,033	817
30.6%	23.6%
816	626
24.1%	18.1%
	3,380 1,398 41.4% 710 21.0% 530 15.7% - 444 13.1% 48.12 47.94 1,033 30.6% 816

a) EBITDA defined as Earnings Before Interest (and other financial income (expense), net), Tax, Depreciation and Amortisation, corresponds to operating income before depreciation, amortisation and impairment of long-lived assets.

b) Free Cash Flow refers to operating cash flow after net investments, interest paid, lease payments and purchase and sale of own equity instruments.

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For the year ended 31 December

in millions of Swiss francs	2023	2022
Sales to third parties	6,915	<i>7,</i> 11 <i>7</i>
EBITDA °	1,473	1,476
as % of sales	21.3%	20.7%
One off items	(74)	(10)
Comparable EBITDA	1,547	1,486
as % of sales	22.4%	20.9%
Operating income	1,116	1,112
as % of sales	16.1%	15.6%

a) EBITDA defined as Earnings Before Interest (and other financial income (expense), net), Tax, Depreciation and Amortisation, corresponds to operating income before depreciation, amortisation and impairment of long-lived assets.

FRAGRANCE & BEAUTY

For the year ended 31 December

in millions of Swiss francs	2023	2022
Sales to third parties	3,312	3,256
EBITDA °	769	698
as % of sales	23.2%	21.4%
One off items	(48)	(4)
Comparable EBITDA	817	702
as % of sales	24.7%	21.6%
Operating income	624	558
as % of sales	18.8%	17.1%
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a) EBITDA defined as Earnings Before Interest (and other financial income (expense), net), Tax, Depreciation and Amortisation, corresponds to operating income before depreciation, amortisation and impairment of long-lived assets.

TASTE & WELLBEING

For the year ended 31 December

in millions of Swiss francs	2023	2022
Sales to third parties	3,603	3,861
EBITDA °	704	778
as % of sales	19.5%	20.1%
One off items	(26)	(6)
Comparable EBITDA	730	784
as % of sales	20.3%	20.3%
Operating income	492	554
as % of sales	13.7%	14.4%

a) EBITDA defined as Earnings Before Interest (and other financial income (expense), net), Tax, Depreciation and Amortisation, corresponds to operating income before depreciation, amortisation and impairment of long-lived assets.



Consolidated financial statements

CONSOLIDATED INCOME STATEMENT

For the year ended 31 December

- To the year chaca of December		
in millions of Swiss francs, except for earnings per share data	2023	2022
Sales	6,915	7,117
Cost of sales	(4,069)	(4,355)
Gross profit	2,846	2,762
as % of sales	41.2%	38.8%
Selling, marketing and distribution expenses	(897)	(907)
Research and product development expenses	(519)	(522)
Administration expenses	(202)	(200)
Share of results of joint ventures and associates	5	11
Other operating income	30	47
Other operating expense	(147)	(79)
Operating income	1,116	1,112
as % of sales	16.1%	15.6%
Financing costs	(120)	(100)
Other financial income (expense), net	(7)	(84)
Income before taxes	989	928
Income taxes	(96)	(72)
Income for the period	893	856
Attribution		
Income attributable to non-controlling interests	_	_
Income attributable to equity holders of the parent	893	856
as % of sales	12.9%	12.0%
Earnings per share – basic (CHF)	96.81	92.83
Earnings per share – diluted (CHF)	96.47	92.51

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31 December

in millions of Swiss francs	2023	2022
Income for the period	893	856
Items that may be reclassified to the income statement		
Cash flow hedges		
Movement in fair value, net	(53)	187
(Gains) losses removed from equity and recognised in the consolidated income statement	7	8
Movement on income tax	(1)	(14)
Exchange differences arising on translation of foreign operations		
Movement in fair value arising on hedging instruments of the net assets in foreign operations	121	57
Change in currency translation	(613)	(298)
Movement on income tax	(17)	1
Items that will not be reclassified to the income statement		
Defined benefit pension plans		
Remeasurement gains (losses) of post employment benefit obligations	15	153
Movement on income tax	(3)	(23)
Other comprehensive income for the period	(544)	<i>7</i> 1
Total comprehensive income for the period	349	927
Attribution		
Total comprehensive income attributable to non-controlling interests	_	_
Total comprehensive income attributable to equity holders of the parent	349	927

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CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 December

in millions of Swiss francs	31 December 2023	31 December 2022
Assets		
Cash and cash equivalents	600	475
Derivative financial instruments	25	21
Financial assets at fair value through income statement	8	13
Accounts receivable - trade	1,452	1,512
Inventories	1,275	1,423
Current tax assets	60	71
Prepayments	66	64
Other current assets	129	128
Current assets	3,615	3,707
Derivative financial instruments	99	144
Property, plant and equipment	2,242	2,293
Intangible assets	4,459	4,646
Deferred tax assets	118	112
Post-employment benefit plan assets	37	22
Financial assets at fair value through income statement	271	286
Interests in joint ventures and investments in associates	48	53
Other non-current assets	239	246
Non-current assets	7,513	7,802
Total assets	11,128	11,509

in millions of Swiss francs	31 December 2023	31 December 2022
Liabilities and equity		
Short-term debt	442	356
Derivative financial instruments	70	70
Accounts payable - trade and others	891	861
Accrued payroll & payroll taxes	170	164
Current tax liabilities	136	123
Financial liability - own equity instruments	64	76
Provisions	22	9
Other current liabilities	266	266
Current liabilities	2,061	1,925
Derivative financial instruments	11	18
Long-term debt	4,463	4,649
Financial liability - own equity instruments	28	46
Provisions	63	75
Post-employment benefit plan liabilities	165	177
Deferred tax liabilities	232	270
Other non-current liabilities	107	112
Non-current liabilities	5,069	5,347
Total liabilities	7,130	7,272
Share capital	92	92
Retained earnings and reserves	6,730	6,442
Own equity instruments	(199)	(228)
Other components of equity	(2,630)	(2,074)
Equity attributable to equity holders of the parent	3,993	4,232
Non-controlling interests	5	5
Total equity	3,998	4,237
Total liabilities and equity	11,128	11,509



CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December

2023 in millions of Swiss francs	Share Capital	Retained earnings and reserves	Own equity	Cash flow hedges	Currency translation differences	Equity attributable to equity holders of the parent	Non- controlling interests	Total equity
Balance as at 1 January	92	6,442	(228)	92	(2,166)	4,232	5	4,237
Income for the period		893	· · ·			893	_	893
Other comprehensive income for the period		12		(47)	(509)	(544)		(544)
Total comprehensive income for the period		905		(47)	(509)	349	_	349
Dividends paid		(617)				(617)		(617)
Movement on own equity instruments, net			29			29		29
Non-controlling interests							_	_
Net change in other equity items		(617)	29			(588)	_	(588)
Balance as at 31 December	92	6,730	(199)	45	(2,675)	3,993	5	3,998
		Retained				Equity attributable to	Non-	
2022 in millions of Swiss francs	Share Capital	earnings and reserves	Own equity instruments	Cash flow hedges	Currency translation differences	equity holders of the	controlling interests	Total equity
	Share Capital	earnings				equity holders of the	controlling	Total equity 3,941
in millions of Swiss francs	· · · · · · · · · · · · · · · · · · ·	earnings and reserves	instruments	hedges	differences	equity holders of the parent	controlling interests	
in millions of Swiss francs Balance as at 1 January	· · · · · · · · · · · · · · · · · · ·	earnings and reserves 6,063	instruments	hedges	differences	equity holders of the parent 3,929	controlling interests 12	3,941
in millions of Swiss francs Balance as at 1 January Income for the period	· · · · · · · · · · · · · · · · · · ·	earnings and reserves 6,063	instruments	hedges (89)	differences (1,926)	equity holders of the parent 3,929 856	controlling interests 12	3,941 856
in millions of Swiss francs Balance as at 1 January Income for the period Other comprehensive income for the period	· · · · · · · · · · · · · · · · · · ·	earnings and reserves 6,063 856	instruments	(89)	differences (1,926)	equity holders of the parent 3,929 856 71	controlling interests 12 –	3,941 856 71
in millions of Swiss francs Balance as at 1 January Income for the period Other comprehensive income for the period Total comprehensive income for the period	· · · · · · · · · · · · · · · · · · ·	earnings and reserves 6,063 856 130 986	instruments	(89)	differences (1,926)	3,929 856 71 927	controlling interests 12 –	3,941 856 71 927
in millions of Swiss francs Balance as at 1 January Income for the period Other comprehensive income for the period Total comprehensive income for the period Dividends paid	· · · · · · · · · · · · · · · · · · ·	earnings and reserves 6,063 856 130 986	instruments (211)	(89)	differences (1,926)	856 71 927 (607)	controlling interests 12 –	3,941 856 71 927 (607)
in millions of Swiss francs Balance as at 1 January Income for the period Other comprehensive income for the period Total comprehensive income for the period Dividends paid Movement on own equity instruments, net	· · · · · · · · · · · · · · · · · · ·	earnings and reserves 6,063 856 130 986	instruments (211)	(89)	differences (1,926)	856 71 927 (607)	controlling interests 12 -	3,941 856 71 927 (607) (17)

CONSOLIDATED STATEMENT OF CASH FLOWSFor the year ended 31 December

in millions of Swiss francs	2023	2022
Income for the period	893	856
Income tax expense	96	72
Interest expense	112	93
Non-operating income and expense	15	91
Operating income	1,116	1,112
Depreciation of property, plant and equipment	202	209
Amortisation of intangible assets	154	155
Impairment of long-lived assets	1	_
Other non-cash items		
share-based payments	29	4
pension expense	31	45
additional and unused provisions, net	37	8
other non-cash items	(53)	(75)
Adjustments for non-cash items	401	346
(Increase) decrease in inventories	43	(82)
(Increase) decrease in accounts receivable	(112)	(112)
(Increase) decrease in other current assets	(20)	74
Increase (decrease) in accounts payable	105	(95)
Increase (decrease) in other current liabilities	32	(52)
(Increase) decrease in working capital	48	(267)
Income taxes paid	(121)	(182)
Pension contributions paid	(46)	(44)
Provisions used	(25)	(17)
Cash flows from (for) operating activities	1,373	948
Increase in long-term debt	738	708
(Decrease) in long-term debt	(383)	(2)
Increase in short-term debt	2,858	2,817
(Decrease) in short-term debt	(3,111)	(3,035)
Cash flows from debt, net	102	488

'	2023 (97)	2022 (72)
Interest paid	` '	(72)
	6	
Purchase and sale of derivative financial instruments, net		5
Lease payments	(56)	(57)
Transactions of non-controlling interests		(7)
Others, net	(8)	(7)
Cash flows from financial liabilities	(53)	350
Distribution to the shareholders paid	(617)	(607)
Purchase and sale of own equity instruments, net	(29)	(51)
Cash flows from (for) financing activities	(699)	(308)
Acquisition and disposal related cash flows		
Purchase of property, plant and equipment	(215)	(226)
Purchase of intangible assets	(60)	(78)
Acquisition of assets in the form of an asset deal	(183)	
Proceeds from the disposal of property, plant and equipment	4	15
Proceeds from sales of intangible assets	_	_
(Increase) decrease in share capital of jointly controlled entities	2	(1)
Interest received	6	11
Dividend received from joint ventures, associates and other investments	3	5
Purchase and sale of financial assets at fair value through income		
statement, net	(15)	(5)
Impact of financial transactions on investing, net	15	(92)
Other, net	(24)	(57)
Cash flows from (for) investing activities	(467)	(428)
Net increase (decrease) in cash and cash equivalents	207	212
Net effect of currency translation on cash and cash equivalents	(82)	(11)
Cash and cash equivalents at the beginning of the period	475	274
Cash and cash equivalents at the end of the period	600	475