Topics for today’s conference

1. 2021 First quarter sales
   Committed to Growth, with Purpose

2. Our approach to ESG

3. Environment
   Reducing environmental footprint
   Protecting the ecosystem

4. Social
   Diversity and inclusion
   Caring for employees
   Improving lives of communities

5. Governance
   Governance structure
   Compensation

6. Conclusion
   Q&A
Conference instructions

1. Live webcast presented by:
   Gilles Andrier
   Willem Mutsaerts
   Simon Halle-Smith

2. Q&A session
   If you wish to ask questions:
   Call in after the presentation using the dial-in details you received
   Press * and 1 to enter the queue to ask a question

3. Presentation on website
Gilles Andrier
Chief Executive Officer

› 2021 First quarter sales
› Committed to Growth, with Purpose
› Our approach to ESG
2021 First quarter sales

Strong growth across all markets and segments
Sales performance

Strong start to the year

In CHF million

<table>
<thead>
<tr>
<th></th>
<th>Q1 2020</th>
<th>Q1 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group</td>
<td>1619</td>
<td>1674</td>
</tr>
<tr>
<td>Fragrance &amp; Beauty</td>
<td>745</td>
<td>788</td>
</tr>
<tr>
<td>Taste &amp; Wellbeing</td>
<td>874</td>
<td>886</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Q1 2020</th>
<th>Q1 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group</td>
<td>7.7%</td>
<td>9.9%</td>
</tr>
<tr>
<td>Fragrance &amp; Beauty</td>
<td>5.8%</td>
<td>5.8%</td>
</tr>
<tr>
<td>Taste &amp; Wellbeing</td>
<td>1.3%</td>
<td>1.3%</td>
</tr>
</tbody>
</table>

% 2021 growth on LFL* basis
% 2021 growth in CHF

* LFL (like-for-like) excludes the impact of currency, acquisitions and disposals
Sales portfolio performance
COVID-19 impact analysis

**Lower impacted business LFL* growth 2020 & Q1 2021**

<table>
<thead>
<tr>
<th></th>
<th>Q1 2020</th>
<th>Q2 2020</th>
<th>Q3 2020</th>
<th>Q4 2020</th>
<th>FY 2020</th>
<th>Q1 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group</td>
<td>7.5%</td>
<td>11.7%</td>
<td>5.6%</td>
<td>6.0%</td>
<td>7.7%</td>
<td>9.6%</td>
</tr>
<tr>
<td>F&amp;B</td>
<td>7.5%</td>
<td>12.7%</td>
<td>6.0%</td>
<td>6.6%</td>
<td>8.2%</td>
<td>10.7%</td>
</tr>
<tr>
<td>T&amp;W</td>
<td>7.6%</td>
<td>11.1%</td>
<td>5.4%</td>
<td>5.5%</td>
<td>7.4%</td>
<td>8.7%</td>
</tr>
</tbody>
</table>

**Higher impacted business LFL* growth 2020 & Q1 2021**

<table>
<thead>
<tr>
<th></th>
<th>Q1 2020</th>
<th>Q2 2020</th>
<th>Q3 2020</th>
<th>Q4 2020</th>
<th>FY 2020</th>
<th>Q1 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group</td>
<td>-4.4%</td>
<td>-39.0%</td>
<td>-9.7%</td>
<td>-4.1%</td>
<td>-14.7%</td>
<td>-2.8%</td>
</tr>
<tr>
<td>F&amp;B</td>
<td>1.9%</td>
<td>-35.3%</td>
<td>-1.9%</td>
<td>12.2%</td>
<td>-6.0%</td>
<td>6.6%</td>
</tr>
<tr>
<td>T&amp;W</td>
<td>-10.8%</td>
<td>-42.2%</td>
<td>-18.2%</td>
<td>-19.1%</td>
<td>-23.0%</td>
<td>-14.5%</td>
</tr>
</tbody>
</table>

* LFL (like-for-like) excludes the impact of currency, acquisitions and disposals
** Portfolio structure based on 2019 actual 'pre-COVID' results
Sales evolution by market
Excellent performance in high growth markets

In CHF million

<table>
<thead>
<tr>
<th></th>
<th>Q1 2020</th>
<th>Q1 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mature</td>
<td>946</td>
<td>955</td>
</tr>
<tr>
<td>HG</td>
<td>673</td>
<td>719</td>
</tr>
</tbody>
</table>

% of total sales

<table>
<thead>
<tr>
<th></th>
<th>Mature</th>
<th>HG</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>58%</td>
<td>42%</td>
</tr>
<tr>
<td>2021</td>
<td>57%</td>
<td>43%</td>
</tr>
</tbody>
</table>

% 2021 growth on LFL* basis

<table>
<thead>
<tr>
<th></th>
<th>Mature</th>
<th>HG</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>2.8%</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>14.5%</td>
<td></td>
</tr>
</tbody>
</table>

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

Givaudan
Sales evolution by region
All regions contributing to the growth

<table>
<thead>
<tr>
<th>Region</th>
<th>Q1 2020</th>
<th>Q1 2021</th>
<th>% 2021 growth on LFL* basis</th>
<th>% 2021 growth in CHF</th>
</tr>
</thead>
<tbody>
<tr>
<td>EAME</td>
<td>599</td>
<td>621</td>
<td>4.6%</td>
<td>3.7%</td>
</tr>
<tr>
<td>NA</td>
<td>452</td>
<td>449</td>
<td>3.7%</td>
<td>-0.7%</td>
</tr>
<tr>
<td>LATAM</td>
<td>173</td>
<td>181</td>
<td>23.3%</td>
<td>5.1%</td>
</tr>
<tr>
<td>APAC</td>
<td>395</td>
<td>423</td>
<td>10.2%</td>
<td>7.1%</td>
</tr>
</tbody>
</table>

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

Sales growth of **9.9%** on a LFL basis

- **Fine Fragrance sales increased by 6.6% LFL**
  - The good sales performance was driven by volume growth of existing business and new wins
  - Despite continued travel restrictions and partial lockdowns in different regions of the world, many Fine Fragrance customers leveraged their digital channels to recover volumes during the COVID-19 pandemic

- **Consumer Product sales increased by 11.4% LFL**
  - Growing across all customer groups and geographies, driven by strong underlying win rate performance and continuing strong demand for household and personal care products related to COVID-19
  - On a regional basis, all regions reported double-digit growth

- **Sales of Fragrance Ingredients and Active Beauty increased by 6.9%**
  - Active Beauty delivered high double-digit growth with strong performance with all customer types and double-digit growth in both high growth and mature markets
  - Sales of Fragrance Ingredients delivered moderate growth mainly driven by local and regional customers

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* LFL (like-for-like) excludes the impact of currency, acquisitions and disposals
Taste & Wellbeing
Sales growth of **5.8%** on a LFL basis

**Sales in Europe increased by 0.7% LFL**
- Double-digit growth was achieved in the mature markets of Germany and Sweden followed by good single-digit growth in Austria
- Overall the region was still heavily impacted by the COVID-19 crisis

**Sales in Asia Pacific increased by 8.2% LFL**
- In the high growth markets, China and Malaysia delivered high double-digit growth followed by solid single-digit growth in Vietnam
- In the mature markets, Singapore delivered strong double-digit growth followed by single-digit growth in Korea

**Sales in South Asia, Africa and the Middle East increased by 6.9% LFL**
- Double-digit growth was achieved in the markets of India and North West Africa which was more than enough to offset weaker performance in South Africa, which is still heavily impacted by the COVID-19 crisis

**Sales in Latin America increased by 19.4% LFL**
- Growth across all markets, led by strong double-digit growth in Mexico, Brazil and Argentina, and across all segments

**Sales in North America increased by 4.0% LFL**
- The performance was a result of new wins and the growth of existing business in Beverage, Sweet Goods and Immunity Products

* LFL (like-for-like) excludes the impact of currency, acquisitions and disposals
2021 Outlook

Summary of key themes

2021 Outlook

• Confident in our capabilities and the important role that we play in the global value chain for food and consumer products
• Visibility remains short due to on-going impacts related to the COVID-19 pandemic
• Raw materials forecast to increase ~1% in 2021

Focus on Operations

• Protecting and supporting all Givaudan personnel
• Focus on maintaining operations and supply chain performance at high levels to support our customers
• Continued cost discipline throughout the business

Key Initiatives

• Continued integration of acquired companies on to Givaudan’s operating platform
• Integration costs of ~CHF 45 million in 2021
• Starting the implementation of the 2025 strategy
Committed to Growth, with Purpose

Purpose and 2025 Strategy for a high-performing business, and acting as a force for good
Givaudan’s purpose

Driving sustainable performance, and acting as a force for good

**Nature**
Let’s imagine together that we show our love for nature in everything we do.

**Creations**
Let’s imagine together with customers that through our creations more people will enjoy happier, healthier lives.

**People**
Let’s imagine together that Givaudan is a place where we all love to be and grow.

**Communities**
Let’s imagine together that all communities benefit by working with Givaudan.

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

**Working to become a Certified B Corporation**

Givaudan
Strategy 2025
Committed to Growth, with Purpose

Growing together with our customers

Creations
We create inspiring solutions for happier, healthier lives

Nature
We show our love for nature through impactful actions

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

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 ambitions

SALES GROWTH

4.0 – 5.0%

2021 – 2025
Average Like-for-like\(^1\) sales growth

FREE CASH FLOW

>12% of Sales

2021 – 2025
Average FCF\(^2\) as % of sales

PURPOSE AMBITIONS

Purpose linked targets

2021 – 2025
Progress towards all published purpose targets

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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 and lease payments.
Purpose and 2025 Strategy

encompass our approach to ESG
Purpose-linked targets encapsulate our approach to ESG

**Creations**

**ESG**

**By 2030**

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

**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

**Nature**

**ESG**

**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 2025**

- Everyone on our sites will have access to mental and physical health initiatives, tools and training
- We will reduce our total recordable injuries cases 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

**People**

**ESG**

**Before 2050**

- 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

**Communities**

**ESG**
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

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

By 2030
We will double our business through creations that contribute to happier, healthier lives
History of acting sustainably with solid track record of ESG ratings
Confidence in achieving ambitious purpose targets

- **Double ‘A rating’** for climate and water for two consecutive years
- **CDP leader board** recognition for supplier engagement
- Awarded the **EcoVadis Platinum** medal, the highest accolade, ranking us in the top 1%
- Rated as ‘low-risk’ in 2020 with a score of 17 and an industry ranking 6 out of 416
- Included in **SXI Swiss Sustainability 25 Index**
- Ranked in the top 1% in the **FTSE4Good Index Series**, among our peers

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
Willem Mutsaerts
Head of Global Procurement & Sustainability

Environment
• Reducing environmental footprint
• Protecting ecosystems
Focus on Environment

Creating positive impact on the environment by showing our love for nature
A bold ambition and clear roadmap. Before 2050, we will become a climate positive business (scope 1, 2 and 3).
Reducing environmental footprint

• GHG emissions
• Water
• Waste
• Plastics
Strong track record
In reducing environmental footprint

**Emissions**
Scope 1+2
- 30%

2015 2020

**Electricity**
Renewable sources
81%

2015 2020

**Water**
Efficiency
- 23%

2015 2020

**Waste**
Efficiency
- 14%

2015 2020
Ambitious targets
For environmental leadership

Emissions
Scope 1+2+3

Before 2050
We will be a climate-positive business\(^1\)

By 2025
Power 100\% of our sites with renewable electricity

Current target
Reduce water use by 15\% per tonne of product\(^2\)

Plastics
Alternatives

Before 2030
Replace single-use plastics with eco-friendly alternatives

1. Scope 1, 2, 3, with intermediate targets before 2030 and 2040.
2. For municipal and groundwater, baseline 2009.
3. For incinerated and landfilled waste, baseline 2015.
Reducing environmental footprint

Becoming a climate positive business reducing scope 1,2,3 emissions
Givaudan’s carbon footprint
Our value chain emissions

Scope 1
5%
Emissions generated by our operations

Scope 2
2%
Emissions generated by our energy supply

Scope 3
93%
Emissions generated by our supply chain

About 2,000,000 tonnes GHG emissions per year
Reducing scope 1 and 2
Actions driving our roadmap and key enablers

TARGETS

Before 2040
• Our operations’ will be climate positive (scope 1)

By 2025
• We will power 100% of our operations’ sites with renewable electricity (scope 2)

ACTIONS DRIVING OUR ROADMAP

Drive continuous improvement to reduce the energy consumption of our sites

Power our sites with renewable electricity

KEY ENABLERS

• Site environmental targets
• Site assessments
• Internal carbon price
• Awareness
Reducing scope 3
Actions driving our roadmap and key enablers

TARGETS
Before 2050
- Our supply chain will be climate positive (scope 3)

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

KEY ENABLERS
- Formulation, innovation
- Supplier engagement
- Ingredient portfolio
- Transportation, less air travel
- Packaging
Using biotechnology and innovation
To reduce scope 3 emissions

**BisaboLife™**
The first biotech bisabolol
Creating a new biosourced and natural bisabolol without cutting rainforest in the Amazon.

**Ambrofix®**
A sustainable, biodegradable ingredient
A biodegradable ingredient produced from sustainably sourced sugar.

**Nootkatone**
A sustainable ingredient
Novel fermentation process, producing Nootkatone without depending on the fruit.

**Positive environmental impacts**
- 100% natural & 100% renewable carbon
- Readily biodegradable
- Uses 220 times less land to produce 1 kg versus the traditional method

**Positive environmental impacts**
- 100% naturally derived & 100% renewable carbon
- Readily biodegradable
- Uses 100 times less land to produce 1 kg versus the traditional method

**Positive environmental impacts**
- Lower impact on farmland
- Stable supply chain
- Natural flavouring substance
We have set a bold climate ambition
Clear agenda to reduce scope 1, 2 and 3 emissions
Reducing environmental footprint

- Reducing water, waste and single use plastics
Reducing our environmental footprint

Water efficiency
- In 2020 we **achieved 23% reduction** of our water intensity (vs 2015),
- Endorsed the **UN CEO Water Mandate**
- Awarded **CDP A in water** in 2020

Waste efficiency
- More than **70%** of our waste is either **reused, recycled or recovered**
- **35%** of our sites achieved **zero-waste to landfill**
- We apply **circular principles** in product design, sourcing, manufacturing and packaging

Plastics alternatives
- **Co-leading a WBCSD plastic and packaging workgroup** defining a transition for B2B chemical products
- Sustainability team has **world class expertise in plastic circularity**, leveraging the expertise from the B2C plastic revolution
Protecting ecosystems

- Sourcing responsibly
- Promoting biodiversity
Our purpose commitment to responsible sourcing...

...to source all materials and services in a way that protects people and the environment by 2030.”

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

Embark on **collaborative transformational projects** in selected supply chains

Bring **end-to-end** raw material traceability in key supply chains
Fully traceable supply chain and 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.
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
Driving sustainable solutions together: Our ecosystem of partners

Collaboration with an ecosystem of partners to support and inform our work on most material sustainability issues

In 2020, Givaudan endorsed several calls for action on ESG matters:

- Givaudan endorses UN CEO Water Mandate
- Givaudan signs WBCSD CEO Guide to Human Rights; Givaudan has also endorsed WBCSD’s CEO call-to-action on Human Rights
- Givaudan reinforces nature and climate commitments by signing Business for Nature call-to-action
- Givaudan supported the development of the WBCSD Vision 2050: Time to transform
Simon Halle-Smith
Head of Global Human Resources & Environment, Health and Safety

Social
- A place where people love to be and grow
- Improving people’s lives

Governance
- Governance structure
- Compensation
Focus on Social

Caring for people and communities
This year of pandemic and protest has shown just how vital it is that businesses across the globe work together and redefine their role in building an inclusive and equitable society.”
A place where people love to be and grow

Becoming a leading employer for diversity and inclusion
Ambitions
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
2020: 25%

Before 2030
50% of our senior leaders will be women
2020: 25%
Driving progress
Building more inclusive hiring practices

Our goal is to attract and find more diverse candidates
- Inclusive job ads
- Balanced slates for hiring and promotion
- Hiring Manager Training

Success stories
Working with a Talent Acquisition innovation tool to create inclusive job ads:
- Introduced an ‘Inclusion Meter’ to gauge how inclusive our job ads are written
- Edited 800 job ads

By using the TA innovation tool:
- 63% of job ads being rated more inclusive
- Increase of percentage of female candidates applying to jobs moved from 38% to 52%

Givaudan
Driving progress
Fostering inclusive leadership development

**Our goal is to develop leaders, today and in the future**
- Evolving our Leadership Development programmes
- Better Balance Approach
- Managing unconscious bias at work

**Success stories**
The Better Balance dialogues provide an opportunity for senior leaders to connect with colleagues and enhance their understanding about our Better Balance approach.

We focus on:
- Use of language
- Understanding the diversity wheel

*Better Balance Dialogue sessions*
- **26% of senior leaders** took part in a Better Balance dialogue to date (325 out of 1260 senior leaders).
- Insights gathered are feeding into our inclusive leadership capabilities

Givaudan
A place where people love to be and grow

Caring for employee's safety, physical health and mental wellbeing
Ambitions
Caring for employees

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

**Before 2025**
- We will reduce our total recordable injuries cases by 50%

**Before 2025**
- Everyone on our sites will have access to mental and physical health initiatives, tools and training
Solid track record in Caring for employees’ safety

Proud about our continuous safety performance progress

2020 safety performance progress

• 76% reduction LTIR\(^1\)
  – reduced from 1.03 in 2009 to 0.25 in 2020

• LTI-free sites have increased from 47% in 2009 to 84% of our sites not having any LTIs in 2020

• TRCR\(^2\) has been reduced from 1.76 in 2009 to 0.88 in 2020

1. LTIR = Lost-Time-Incident Rate
2. TRCR = Total Recordable Case Rate
Driving progress
Increasing the safety at our workplaces

To reduce total recordable injuries at all sites.

EHS by design
• Investing in our plant and technical equipment
• Further developing our Responsible Care Management System
• Conducting periodic assessment of risk and control on-site

Expanding our Behavioural Safety Programme
• Advanced safety leadership training
• Comprehensive worker trainings on health and safety

Success stories
Achievements across our sites around the world reflect our success in behavioural safety

France
In Pomacle: A real turnaround has been achieved through focused efforts to improve safety behaviour at the site. From eight LTIs in 2015 to four in 2016, three in 2018 and 0 in 2019 and 2020.

China
In Songjiang: A sound focus on the technical foundation and risk management as well as leadership and employee engagement has resulted in a long-standing safety culture of more than 11 years without an LTI.

In Nantong: A positive safety culture has been promoted since production started in 2015, with over 1.2 million hours of work without an LTI.
Driving progress
Mental and physical health

Providing access to mental and physical health initiatives, tools and training for all employees

By taking care of our people through all aspects of their lives, we are helping them to have the physical energy, mental focus and emotional drive necessary to power our business as well as to take the same energy to their activities outside of work.

Happier, Healthier Lives initiatives
- Healthy, Home Working
- EAP – Employee Assistance Programme and Happier, Healthier Habits Campaign
- Health and Wellbeing Programme

Success stories
Built around World Mental Health Day, the global webinar ‘Happier, Healthier, Habits’ invited 16,000 employees to pay attention to their mental wellbeing.
Improving people’s lives

• Givaudan Foundation
• Green teams
• Employees acting as ‘force for good’
Ambitions
Improving people’s lives

All communities benefit by working with Givaudan

By 2030
We will improve the lives of millions of people in communities where we source and operate.
Driving progress
Givaudan Foundation

Contributing to happier, healthier lives for people in communities

Givaudan Foundation mission
To make a difference within the communities where Givaudan sources and operates, we focus our efforts on education, health and environment preservation. Our actions are nurtured by the know-how and volunteering of Givaudan people.

Two pillars of activities
Communities where Givaudan sources natural ingredients
Foundation works to safeguard the future of these communities and their fragile environment.

Communities where Givaudan employees work
Enables and supports employee-driven projects that foster education or make a positive impact on health

49 On-going projects in 27 countries
58,000 Direct beneficiaries
800 Givaudan volunteers
42 Partner organisations
Driving progress
Givaudan Green Teams in 2020

Living Givaudan’s Purpose
• Over 500 Givaudan participants / volunteers
• 32 projects submissions in 16 countries and 25 sites represented
• Over 21,500 beneficiaries / impacted stakeholders
• >1,6 CHF million saved / potential created

Success stories
Our Green Teams, cross functional groups of employees, find new ways of supporting local communities and of improving the social and environmental performance of their local sites

Environmental progress
• Over 16,000 GJ/year Energy units reduced / avoided
• Over 210 tonnes/year Waste reduced / recycled and >3 tons single-use plastics reduced
• Over 1,800 tCO₂ eq./year Emissions reduced / avoided
• Over 49,000 m³/year Water reduced / recycled
Driving progress
Employees as a force for good

Purpose Live! A path to innovation with social responsibility

Enables everyone of our almost 16,000 employees to be a force for good in their local community

• Pilot in 2020 involved 156 employees from 47 locations
• More than 400 ideas were generated in the first meetings
• 15 tangible projects now under way

Success stories
Our two projects in Brazil and India are examples of innovation with social responsibility which is good for employees, good for communities and good for our business

Project in Brazil
• Sustainable technology to create a colour-changing soap
• Encourages children to wash their hands for longer

Results:
improve hygiene long-term and offers a business opportunity

Project in India
• Repurpose used, one-time packaging containers
• Providing basic facilities for schoolchildren in India who had nowhere to wash their hands

Goal:
To instill permanent hygiene habits and reduce waste long-term
Focus on Governance
An effective and transparent governance
Governance structure

Stable and efficient corporate governance to ensure sustainable value creation
Board of directors

- **Separation of roles** in line with SWX Code of Conduct: Chairman of the Board and Chief Executive Officer Board

- **Ultimate strategic supervision** and control of the management of the Company, including Enterprise Risk Management approach

- 8 board members
- Diverse board (nationality and gender)
- Average tenure of 5.6 years
- **100% independent board members**
- All board members re-elected on an annual basis
- **Compensation** of Board of Directors is subject to **annual approval by shareholders**

**NGC**
Nomination & Governance Committee

**AC**
Audit Committee

**CC**
Compensation Committee

**IC**
Innovation Committee
Executive Committee

- Responsible for the **day-to-day management** of the Company
- 7 Executive Committee members
- 6 nationalities
- 4-6 year average tenure
- Average of **20 years experience** in the company
- One of the **longest standing CEO** in the industry
- **Compensation** of the Executive Committee is subject to annual **shareholder approval**
Other key governance principles

Good shareholder governance

- One share – one vote
- 1 single class of share

Principles of Conduct

- Ethical and fair business practices

Sustainability governance framework

Board of Directors

Executive Committee

Sustainability Leadership Team (SLT)
- Engage together to define and drive the Sustainability agenda

Divisions and functions
- Management tools
- Stakeholder engagement
- Partners and advisors
Compensation principles

Reflect the performance of the business and of individuals and are aligned to our strategy
Compensation principles
Pay for performance and alignment of interests with shareholders

Total compensation is composed of:

- **Base salary** for all 16,000 employees
- Cash-based **Profit Sharing Plan** for 11,000 non-management employees based on Group Financial objectives
- Cash-based **Annual Incentive Plan** for 5,000 managers and executives
  - Annual organic sales growth, EBITDA target and individual objectives
- Equity-based **Performance Share Plan** for top 500 employees
  - Long-term Sales growth (vs. a selected peer group) and Free Cash Flow targets
- **Benefits** for all 16,000 employees (retirement, insurance and health care plans, etc)
Performance Share Plan
Adjustment to include also non-financial purpose-related targets

**Continued:**
**Financial targets**

- Creations **80%**
  - 40% Relative sales
  - 40% Free Cash Flow

4-year measurement period
Achievement determined via payout matrix

**PLAN FORMAT**

- PSP with 3-year vesting time
- Payout ranges from 0 – 200%

**Newly included:**
**Purpose-related targets**

- People **10%**
  - Gender diversity
  - Nationality mix
  - Employee safety

- Nature **10%**
  - Net GHG emission reductions (Scope 1, 2+3)
Conclusion

Committed to Growth, with Purpose
Strategy 2025
Committed to Growth, with Purpose

Growing together with our customers

Creations
We create inspiring solutions for happier, healthier lives

Nature
We show our love for nature through impactful actions

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

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
Purpose-linked targets
A high-performing business, acting as a force for good

Creations

By 2030
- We will double our business through creations that contribute to happier, healthier lives.

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

Nature

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

People

Before 2025
- Everyone on our sites will have access to mental and physical health initiatives, tools and training
- We will reduce our total recordable injuries cases 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

Before 2050
- Our supply chain will be climate positive

Communities

Before 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

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
Q&A session

Annual Investor Conference April 2021

1. To ask a question
   Call in using the dedicated dial-in details you received when you registered for the Q&A

2. Mute the sound on your computer or laptop

3. Press * and 1
   To enter the queue to ask a question
Reporting suite

For more information please consult our 2020 Full Year Reporting Suite on:
https://integratedreport.givaudan.com

2020 Integrated Annual Report
AVAILABLE IN ENGLISH
PDF from 29 January 2021
Print from 25 March

Online version
AVAILABLE IN ENGLISH
From 29 January 2021

2020 Integrated Annual Report Highlights
AVAILABLE IN ENGLISH, FRENCH AND GERMAN
PDF in English from 29 January 2021
Print and language versions from 25 March 2021

2020 GRI Sustainability Report
AVAILABLE IN ENGLISH
PDF from 29 January 2021

2020 Governance, Compensation and Financial Report
AVAILABLE IN ENGLISH
PDF from 29 January 2021

Online version
AVAILABLE IN ENGLISH
From 29 January 2021

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Thank you

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