

Company news

Ad hoc announcement pursuant to article 53 LR
Geneva, 27 August 2025

Givaudan announces its 2030 strategy

Driving sustainable growth with customers

- Leveraging strengths to reinforce leadership in its core business and further expanding into high-value adjacencies
- Aiming to deliver ambitious financial and non-financial targets for the 2030 strategy cycle
- Continuing to actively pursue acquisition opportunities that align with its strategic focus areas
- Chairman and CEO succession plans announced in a separate communication today, effective in March 2026

Givaudan outlines its next five-year strategy aiming to thrive in a dynamic market environment, driving sustainable growth with customers through creative, high value-added products and solutions that consumers love and that stand the test of time.

Over the next five years, Givaudan will leverage its existing strengths and proven business model in its core business, while also further expanding into high value adjacent spaces to fuel future sustainable and profitable growth. The Company's purpose of 'Creating for happier, healthier lives with love for nature. Let's imagine together,' remains central to all of its strategic choices under the new 2030 strategy. As consumers want to feel and look good, as well as desire great tasting, healthy food and beverage experiences, Givaudan is uniquely positioned to co-create with customers to develop future-ready, innovative products and solutions.



With a strong track record of setting and achieving ambitious targets over its previous five-year strategy cycles, the Company aims to deliver the following financial and non-financial targets for the 2030 cycle:

- 4-6% Average like-for-like¹ sales growth
- >12% Average free cash flow²
- achieve its 2030 purpose ambitions in the areas of nature, people and communities³:

“Our ambition for 2030 is to drive sustainable growth with our customers. We will achieve this by leveraging our strengths to further build our position as the undisputed leader in our core business of fragrances and flavours, as well as in selected high value-added adjacencies in alignment with our purpose and our targeted financial profile.”

Gilles Andrier, CEO

2030 Strategy: Driving sustainable growth with customers

In today's rapidly evolving consumer landscape, the Company has identified a series of trends and opportunities, which are fully aligned with the breadth of capabilities that it has. Using its innovative foresight and deep consumer understanding allows the Company to anticipate changing trends. From geopolitical and economic conditions, technological innovation and digital transformation to supply chain resilience and adaptation, as well as changing demographics and increased regulations, these all provide differentiating opportunities for the Company. Consumer trends include the continued and increasing focus on health, wellness and self-care, a desire for intense and emotion-driven experiences, and demand for natural solutions, transparency and clean-label products, which is influencing consumer purchasing decisions.

In this context, Givaudan's 2030 strategy is focused on seizing these opportunities to thrive in this dynamic environment. Remaining committed to its purpose of 'Creating for happier, healthier lives with love for nature', the Company will focus on three growth drivers and three growth enablers to deliver both financial and non-financial value. In addition, the Company will also continue to actively pursue acquisition opportunities that align with its strategic focus areas.

Three growth drivers

The way the Company's purpose is brought to life and to drive sustainable growth with customers is guided by three growth drivers that prioritise the Company's business activities.

Extend customer reach

Givaudan will extend its customer reach by inspiring its customers and continuing to extend its market reach to fast growing customer segments. This includes accelerating opportunities with local and regional customers, building on the strong growth achieved in the current strategy cycle, as well as with multinational customers.

Deepen geographical presence

Givaudan will deepen its geographical presence by intensifying its presence in high growth markets through offering more localised solutions, and amplifying investments in its established markets.

Expand categories and portfolio

Givaudan will expand its product categories and portfolio by elevating its core and selectively expanding in high value-added adjacencies in line with its purpose. In Fragrance & Beauty, the Company will continue to extend its capabilities in the premium biotech beauty actives market and in the full skincare and make-up solutions segment, building on the 2024 acquisition of b.kolor. In Taste & Wellbeing, the Company will expand its position in the speciality pet food ingredient market, and strengthen its existing ingredient portfolio in the wellbeing space with a focus on categories such as energy and mental wellbeing, weight management and women's health.

Three growth enablers

Givaudan is dedicated to 'Driving sustainable growth with customers' while simultaneously driving its own business performance, leveraging three key growth enablers to win in the market and assert its market leadership position. The Company's purpose is fully integrated into its 2030 strategy.

Innovating for differentiating solutions

The Company's goal is to enhance happier, healthier lives through its creations, bringing innovative, sustainable solutions that address customer needs and drive consumer preference. Through the Company's annual investment of ~8% of its revenue into innovation, it aims to have a leading portfolio which brings enhanced consumer-relevant benefits around fragrance and beauty, health, wellness and nutrition, and makes use of

sustainable technologies, including green chemistry and biotechnology, while maximising its data and AI capabilities.

Delivering value with excellence and agility

Givaudan will further develop its digital solutions to maximise value through consumer insights, tailored customer experience, and accelerated product development. The Company is investing in next-generation operations for competitive, reliable supply and faster market entry, with a focus on safety and sustainability. Additionally, Givaudan will equip its supply chain to effectively and flexibly manage the ever-increasing complexity and risks, ensuring resilient performance and a competitive edge.

Caring for people, nature and communities

Givaudan is dedicated to fostering inclusion, building winning teams and enhancing the employee experience to be an employer of choice where talent is highly engaged and can thrive. Its commitment to safety includes achieving top environment health and safety standards by promoting a culture of care and ensuring compliance. The Company will leverage sustainability to support business performance and develop sustainable product portfolios while benefiting nature and communities through partnerships across its supply chains.

CEO Gilles Andrier concluded: “The past five years have underlined how Givaudan has continuously adapted to the ever-changing landscape, seized new opportunities, and ensured that we meet the evolving needs of our customers and consumers. Our success demonstrates that we have the right strategy and business model to thrive in an evolving industry and a highly volatile market environment. We go into the next strategy cycle with confidence and optimism about the opportunities ahead.”

About Givaudan

Givaudan is a global leader in Fragrance & Beauty and Taste & Wellbeing. We celebrate the beauty of human experience by creating for happier, healthier lives with love for nature. Together with our customers we deliver food experiences, craft inspired fragrances and develop beauty and wellbeing solutions that make people look and feel good. In 2024, Givaudan employed over 16,900 people worldwide and achieved CHF 7.4 billion in sales with a free cash flow of 15.6%. With a heritage that stretches back over 250 years, we are committed to driving long-term, purpose-led growth by improving people’s health and happiness and increasing our positive impact on nature. This is Givaudan. Human by nature. Discover more at: www.givaudan.com.

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Notes

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.
3. **Nature:** Let's imagine that we show our love for nature in everything we do:
 - a) Climate
 - I. We will reduce scope 1+2+3 GHG emissions in line with the SBTi Net-Zero Standard trajectory
 - b) Biodiversity target
To contribute to protecting and regenerating biodiversity:
 - I. We will source our critical agricultural commodities without contributing to deforestation or natural ecosystem conversion
 - II. We will source our key materials from supply chains engaged in Regenerative Agriculture
- People:** Let's imagine that Givaudan is a place where everyone loves to be and grow:
 - c) 50% of our senior leaders will be women.
 - d) Our employees consistently rank Givaudan among the top companies for inclusion and wellbeing.
 - e) Progress towards our 2035 safety target: by 2035, we will reduce our total recordable case rate by 50% from our 2023 baseline.
- Communities:** Let's imagine that all communities benefit from working with Givaudan:
 - f) We will source all materials and services in a way that protects people and the environment: 100% sourced responsibly.
 - g) We will improve the lives of millions of people in communities where we source and operate.