



2 March 2004

Full Year Results 2003

Industry Leadership Achieved

Dr Jürg Witmer

Chief Executive Officer

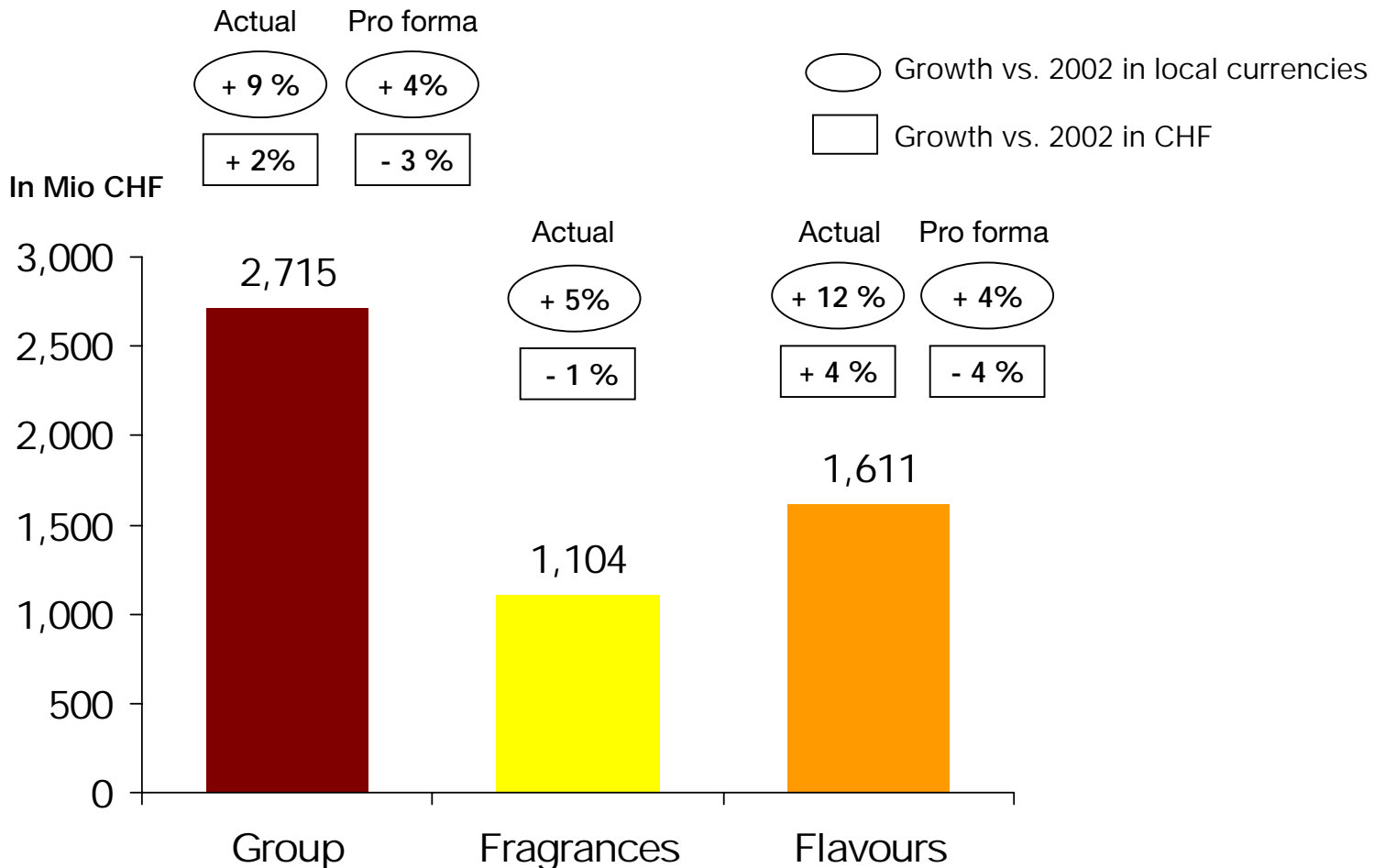
A photograph of several tall, pink flowers with green leaves, set against a blurred background of a sky and distant hills.

Achievements 2003

- Actual sales growth of 9% in local currencies
- Operating cash-flow increased by 17%
- Industry leadership reaffirmed
- Temporary margin decrease, addressed by margin improvement initiatives
- Proposed total dividend of CHF 15.40 per share (previous year CHF 8.10 per share)

Sales by Division

Above market sales growth



Sales Evolution by Quarter

Pro Forma, in mio CHF

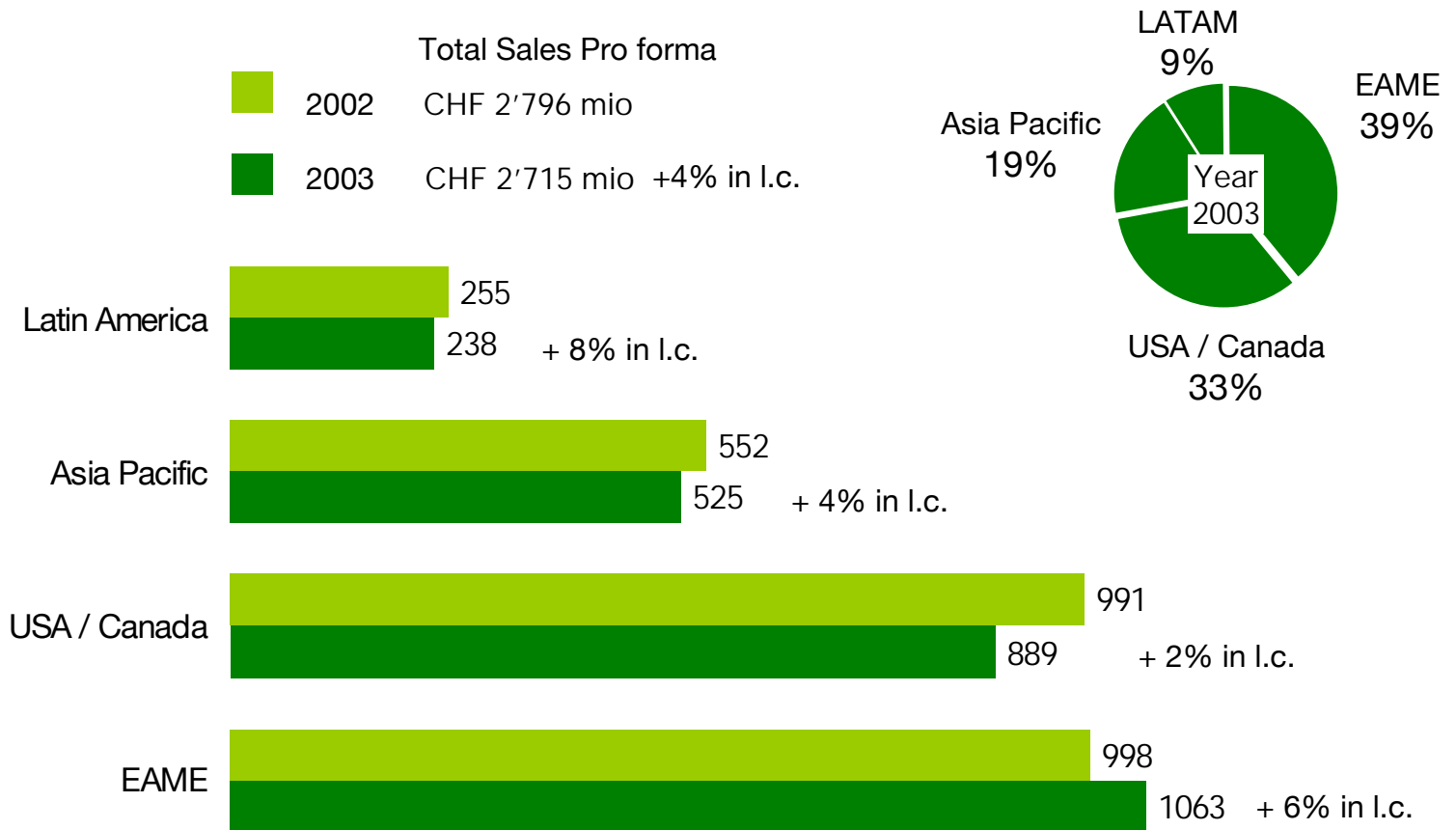
	Q1 2003	versus Q1 2002		Q2 2003	versus Q2 2002	
		in CHF	in I.c.		in CHF	in I.c.
Fragrances	283.7	-2.6%	6.9%	279.6	-4.0%	4.1%
Flavours	401.7	-8.0%	4.8%	414.4	-11.9%	-2.5%
Givaudan Total	685.4	-5.8%	5.6%	694.0	-8.9%	-0.1%

	Q3 2003	versus Q3 2002		Q4 2003	versus Q4 2002	
		in CHF	in I.c.		in CHF	in I.c.
Fragrances	281.9	1.8%	4.6%	258.6	0.2%	4.3%
Flavours	410.7	1.3%	4.6%	384.3	5.2%	9.4%
Givaudan Total	692.6	1.5%	4.6%	642.9	3.1%	7.3%



Sales Evolution by Region

Pro forma, in mio CHF



Results

Pro forma and before CHF 68 million restructuring charge

- Gross profit margin decreased from 47.4% to 46.1%
- Operating profit consequently decreased from CHF 432 to CHF 408 million
- Operating profit margin from 15.5% to 15.0%
- Net income maintained at CHF 273 million
- Net profit margin improved from 9.8% to 10.1%

A photograph of several tall, pink flowers with green leaves, positioned in the top left corner of the slide. The flowers are in sharp focus against a blurred background.

Temporary Margin Decline Addressed

- Gross profit margin affected by
 - ◆ Exchange rates
 - ◆ Product mix in Flavours
 - ◆ Still lower Savoury margins
 - ◆ Price pressure
 - ◆ Raw material costs
- Manufacturing efficiency improved
- Operating cost stable
- Margin improvement initiatives launched

A photograph of several tall, pink flowers with green leaves, set against a blurred background of a sky and foliage.

Margin Improvement Initiatives

As announced on 22 January 2004

- Initiatives include
 - ◆ Activity based operational improvements
 - ◆ Cost optimisation programmes
 - ◆ Adaptation of organisational structure with reduction of 300 positions
- Annualised savings of CHF 67 mio
- Savings impact of CHF 47 mio in 2004
- One-time restructuring charge of CHF 68 mio in 2003



Key Operating Figures in USD

In Mio	2003		2002 Pro forma		Change in %	
	In CHF	In USD	In CHF	In USD	In CHF	In USD
Sales	2,715	2,019	2,796	1,798	-3%	12%
Operating profit before restruct.	408	303	432	278	-6%	9%
Operating Profit	340	253	432	278	-21%	-9%

Industry Leadership Reaffirmed

Top 10 of the industry

	Total Sales 2003 in mio US\$	
1. Givaudan	2'019	
2. IFF	1'902	
3. Firmenich	1'500	*
4. Symrise	1'450	*
5. Quest	1'130	
6. Takasago	860	*
7. Sensient	450	*
8. T. Hasegawa	400	*
9. Mane	300	*
10. Danisco	210	*
	<hr/>	
	10'221	

Market Size (estimated) 12'000

Market Growth p.a. (estimated) 2% - 3%

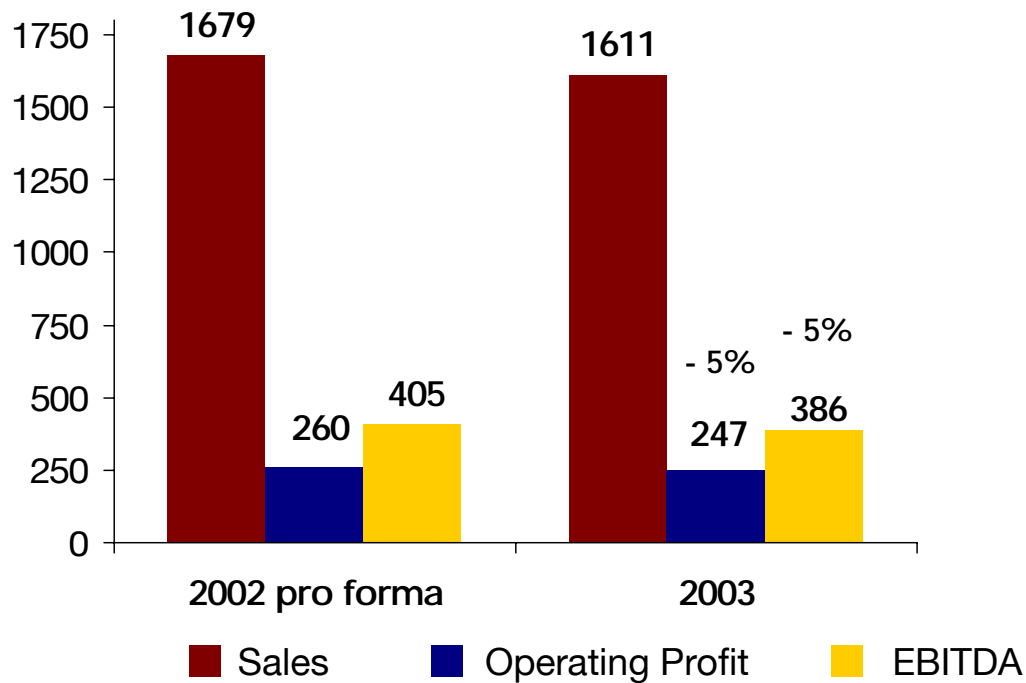
Source: Company Websites, * Estimates

Flavour Division

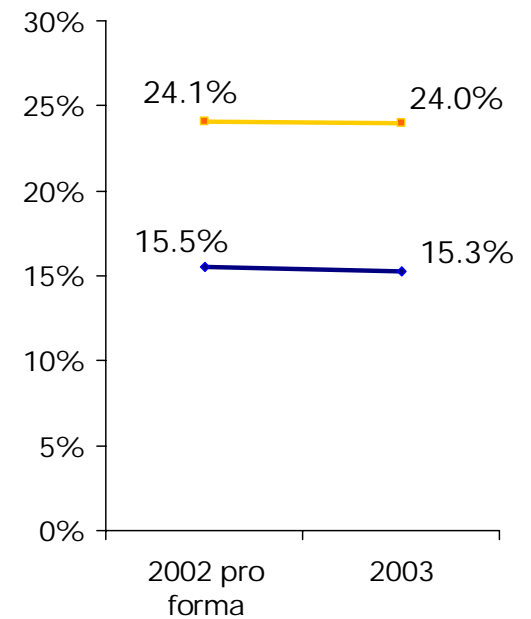
Sales, Operating Profit and EBITDA (before restructuring)

In Mio CHF

- 4 % in CHF
+ 4% in I.c.



In % of Sales



A photograph of several tall, green stems with clusters of bright pink flowers, likely orchids, against a soft, out-of-focus background.

Flavour Division

Key accomplishments 2003

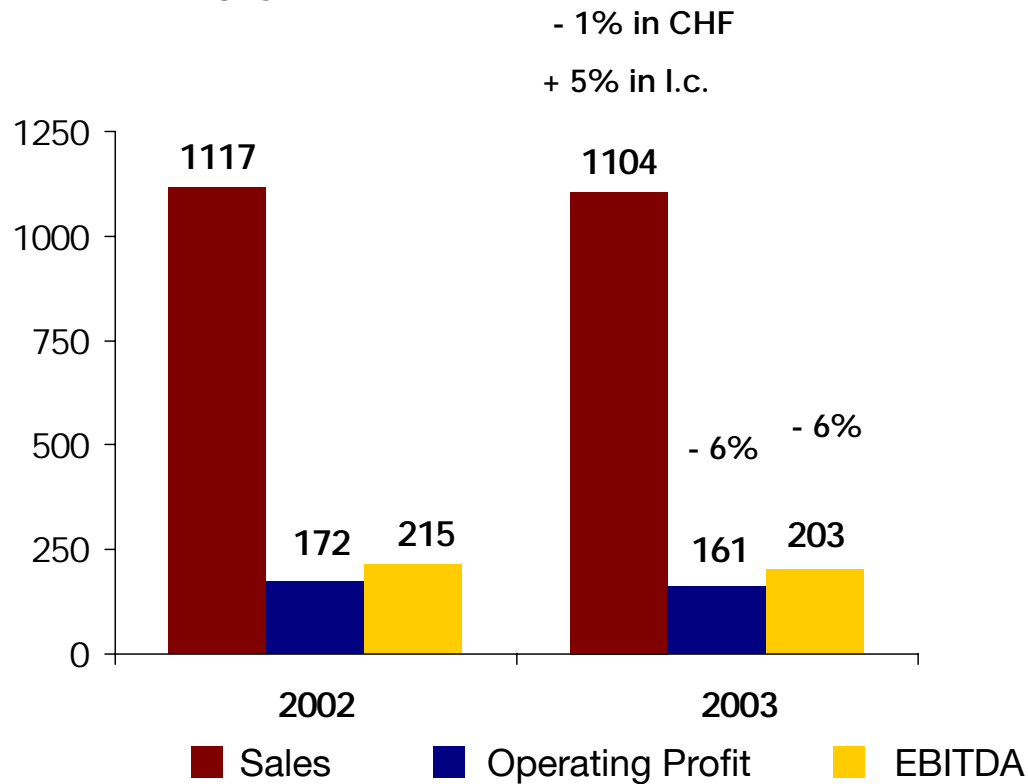
- Positive growth in all regions and all segments globally
- Regained beverage momentum in North America
- Renewed growth in Latin America with double-digit increase
- Acquisition and successful integration of International Bioflavors
- Completion of production transfer from Milton Keynes - UK
- Purchase of Culinary Research Centre from Nestlé in Switzerland
- Expansion projects in Asia Pacific to cope with growing demand

Fragrance Division

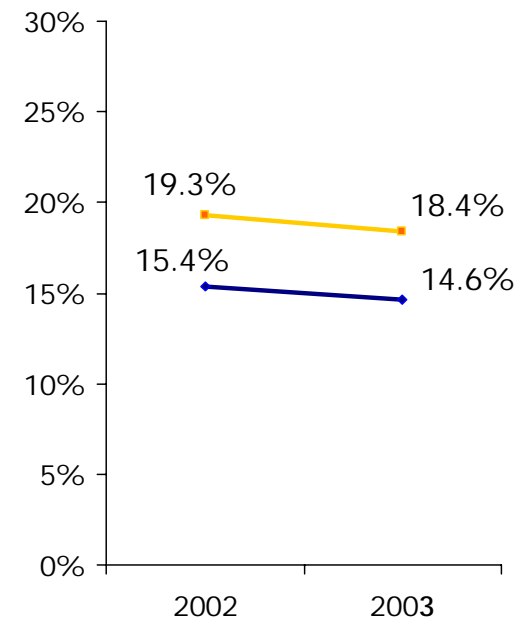
Sales, Operating Profit and EBITDA (before restructuring)



In Mio CHF



In % of Sales



Fragrance Division

Key accomplishments 2003

- Significant above market growth in fragrance compounds
 - ◆ Double-digit growth in Fine Fragrances
 - ◆ High single-digit growth in Consumer Products globally
- Accelerated focus on proprietary speciality ingredients
 - ◆ Production of sunscreen filters phased out
 - ◆ New multi-purpose plant operational
- Further expansion of creative and supply chain capabilities
- Improved manufacturing efficiency, temporarily offset by negative currency development in Europe with large production base



High Rate of Innovation

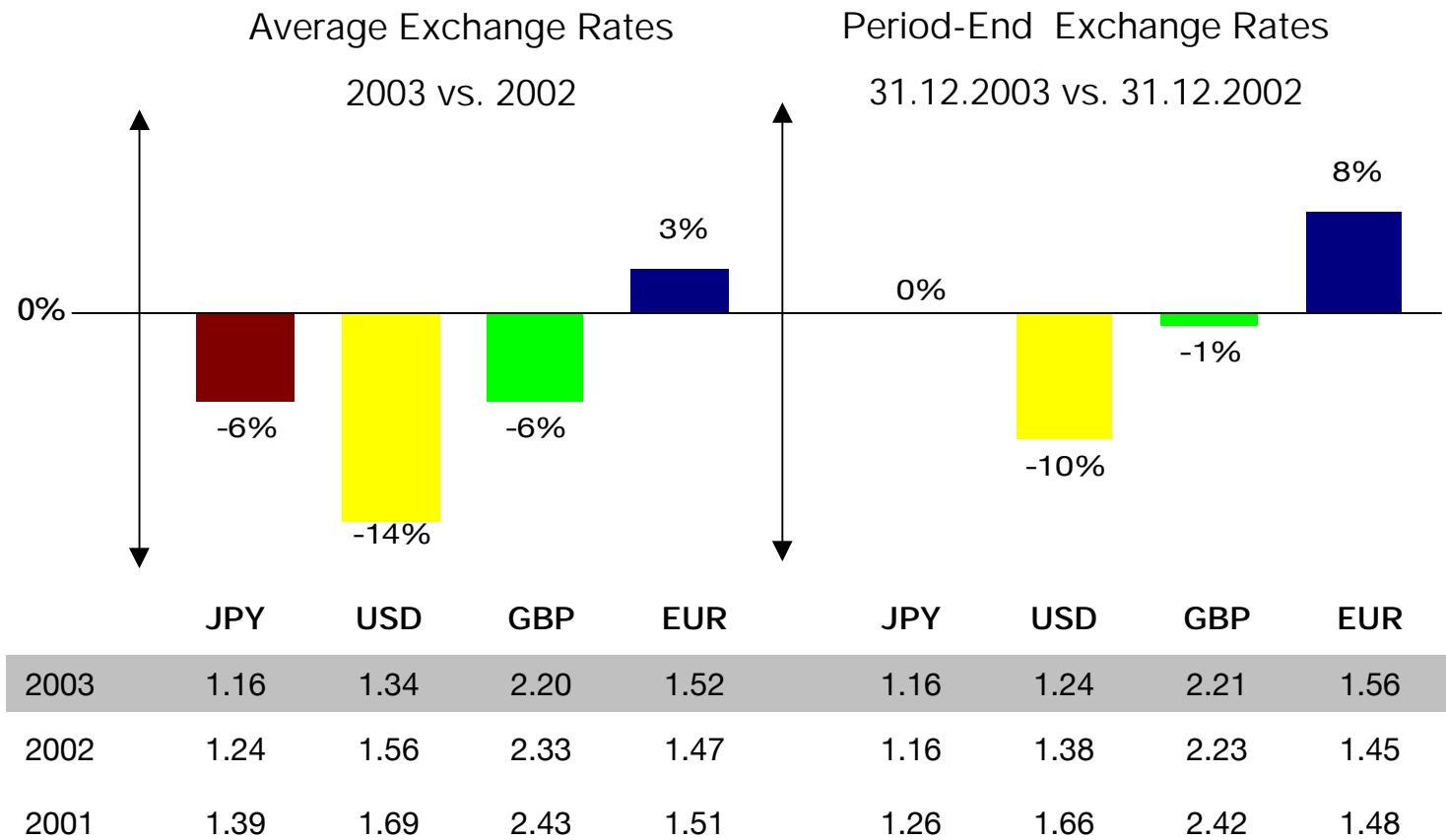
- Four new fragrance molecules added in 2003 to the perfumer's palette:
 - ◆ Pharaone, a high diffuse top spice green note
 - ◆ Floridile, a fruity warm peachy character odorant
 - ◆ Belambre, a new transitional woody-ambery impact scent
 - ◆ Toscanol, a powerful and linear sweet-spicy note
- Further progress in delivery systems and VAS technology
- Continued advances in receptor biology
- Enhanced offerings through latest Scent- and TasteTrek™ expeditions

Othmar Vock

Chief Financial Officer



Exchange Rates Development



Business Statement

In Mio CHF	2003		2002 Pro forma		Change in %
		in % of sales		in % of sales	
Sales	2'715	100.0%	2'796	100.0%	-3%
Cost of sales	(1'463)	-53.9%	(1'470)	-52.6%	0%
Gross Profit	1'252	46.1%	1'326	47.4%	-6%
Marketing, development & distribution expenses	(643)	-23.7%	(664)	-23.7%	-3%
Administration expenses	(96)	-3.5%	(108)	-3.9%	-11%
Amortisation of Intangible assets	(93)	-3.4%	(98)	-3.5%	-5%
Other operating income (expenses), net	(80)	-3.0%	(24)	-0.8%	233%
Operating Profit	340	12.5%	432	15.5%	-21%
Operating profit before restruct.	408	15.0%	432	15.5%	-6%
EBITA before restruct.	501	18.5%	530	19.0%	-5%

Income Statement

In Mio CHF	2003		2002 Pro forma		Change in %
		in % of sales		in % of sales	
Sales	2'715	100.0%	2'796	100.0%	-3%
Operating Profit	340	12.5%	432	15.5%	-21%
Financial income (expenses), net	(40)	-1.5%	(53)	-1.9%	-25%
Result before taxes	300	11.0%	379	13.6%	-21%
Income taxes	(82)	-3.0%	(103)	-3.7%	-20%
Result after taxes	218	8.0%	276	9.9%	-21%
Minority interest	(2)		(2)		
Net income	216	8.0%	274	9.8%	-21%
Net income before restruct.	273	10.1%	274	9.8%	0%
EPS before restruct. (in CHF)	34.16		31.48		9%

Actual versus Pro Forma Comparison

In Mio CHF	Actual		Pro forma 2002
	2003	2002	
Sales	2'715	2'674	2'796
Gross Profit	1'252	1'276	1'326
as % of sales	46.1%	47.7%	47.4%
EBITDA (bef. restructuring)	589	605	620
as % of sales	21.7%	22.6%	22.2%
Operating Profit (bef. restructuring)	408	431	432
as % of sales	15.0%	16.1%	15.5%
Net income (bef. restructuring)	273	275	274
as % of sales	10.1%	10.3%	9.8%

Detail of Financial Income (Expenses)

In Mio CHF

	2003	2002 Pro forma
Interest expense	(47)	(41)
Exchange gains (losses), net	13	(41)
Net gain (losses) on currency derivatives	4	59
Interest & dividend income	9	14
Amortisation of debt discount	(5)	(8)
Net gains (losses) on marketable securities	(4)	(16)
Impairment of available-for-sales financial assets	-	(31)
Net gains (losses) on other derivatives	2	12
Other financial income (expenses), net	(12)	(1)
Total Financial income (expenses), net	(40)	(53)

Non Operating Substance Variation

In Mio CHF

	2003	2002 Pro forma
Total Financial income (expenses), net	(40)	(53)
Variation in Marketable securities fair value (booked in equity)	78	(103)
Net substance gain (loss)	38	(156)

Operating Cash Flow after Investments and Taxes

In Mio CHF	In Actual terms	
	2003	2002
EBITDA	521	579
Change in working capital	(62)	(30)
Income taxes paid	(67)	(91)
Other operating cash flows, net	89	(48)
Operating Cash Flow after Taxes	481	410
Net additions to PPE and Intangibles	(137)	(79)
Operating Cash Flow after Investments and Taxes	344	331
OCFAT	13%	12%

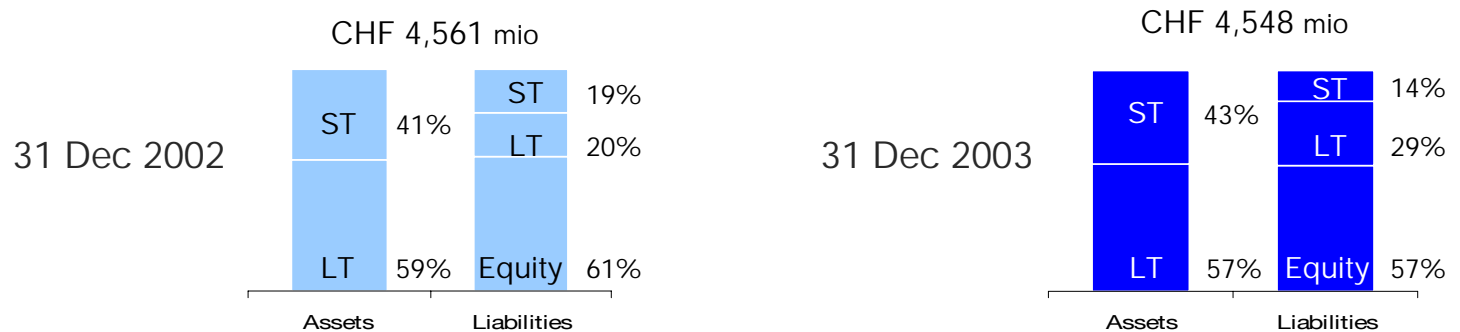
Financial Cash Flow

In Mio CHF

In Actual terms

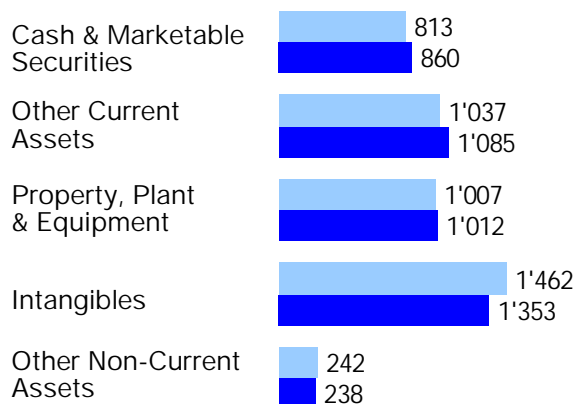
	2003	2002
Operating Cash Flow after Investments and Taxes	344	331
Net increase (decrease) in bank loans	88	234
Acquisition of minority interest in China	(9)	-
Net cash effect of IBF Acquisition	(31)	-
Net cash effect of FIS Acquisition	-	(200)
Sale and Purchase of marketable securities, net	54	79
Sale and Purchase of financial instruments, net	18	47
Net movement on own equity instruments	(317)	(387)
Dividend paid	(65)	(57)
Interest paid	(49)	(58)
Others, net	10	3
Net effect of currency translation on cash	(3)	(5)
Cash Movement	40	(13)

Balance Sheet

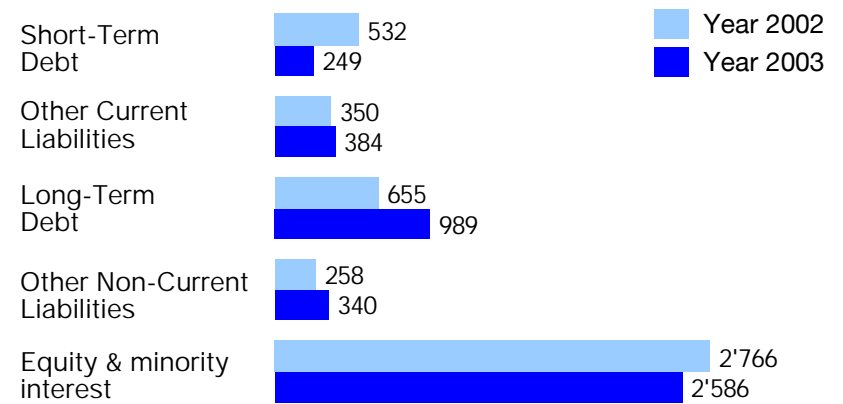


In mio CHF

Assets



Liabilities and Equity



Financial Summary

Achievements in demanding time for CHF substance conservation

- Lower financial and tax expenses
- Increased net profit before restructuring from 9.8% to 10.1% (CHF 273 mio)
- Free cash flow after CAPEX, tax and financial expenses increasing to CHF 295 mio
- Marketable securities
 - ◆ CHF 78 mio positive equity effect
 - ◆ CHF 50 mio cashed in from partial profitable liquidation early 2004, resulting in special dividend
- Net debt stable at CHF 378 mio, shift to long term debt
- Equity ratio at comfortable 57%, despite purchase of CHF 294 mio treasury shares (mostly for share buy-back I and II)

Dr Jürg Witmer

Chief Executive Officer

A photograph of several tall, pink flowers with green leaves, set against a blurred background of a sky and distant hills.

Further Dividend Increase Proposed

- Dividend increase to CHF 8.90 per share (previous year CHF 8.10 per share)
- Special dividend of CHF 6.50 per share (out of reduction of marketable securities)
- Total pay-out of CHF 15.40 per share proposed to the Annual General Meeting of 16 April 2004

Total Shareholder Return

Permanent increase since spin-off

- Best SMI-performer since spin-off:

- ◆ Share price increased by 26% (from 8 June 2000 to 31 December 2003)

- Dividends paid

◆ 2001	CHF 6.50 per share	total CHF 54 mio
◆ 2002	CHF 7.00 per share	total CHF 57 mio
◆ 2003	CHF 8.10 per share	total CHF 65 mio
◆ 2004	CHF 15.40 per share	proposed

- Share buy-back programmes

◆ 2003	total CHF 427 mio
◆ 2004	ongoing

A photograph of several tall, green stems with clusters of bright pink flowers, set against a blurred background of a sky and distant hills.

Outlook 2004

- Secure industry leadership adhering to consistent strategies since spin-off
- Further leverage unique expertise in smell and taste to drive profitable organic growth
- Expand innovation platform
- Strict cost discipline and successful implementation of margin improvement initiatives
- Continue to build on recent acquisitions

Givaudan well positioned for a good performance in 2004