

4 November 2026



ZKB Swiss Equity Conference

Zürich

Givaudan

Human by nature

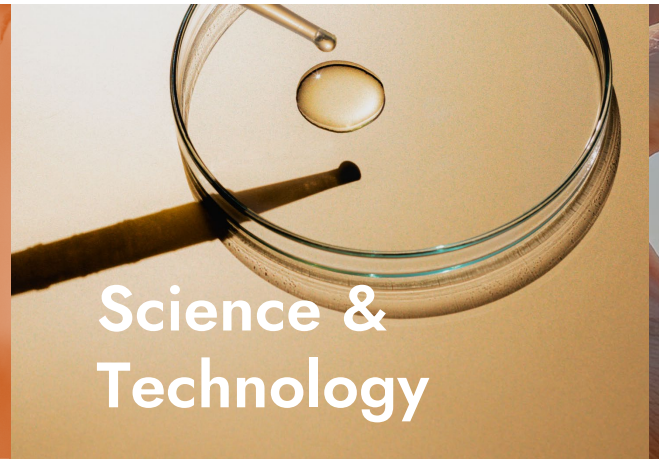


1 2030 Strategy evolution

Givaudan's unique business model

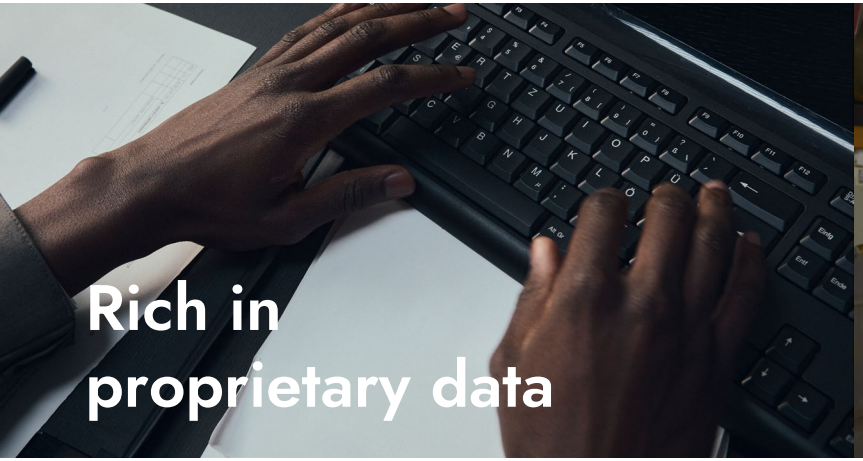
Creativity at the heart, backed by strong moats









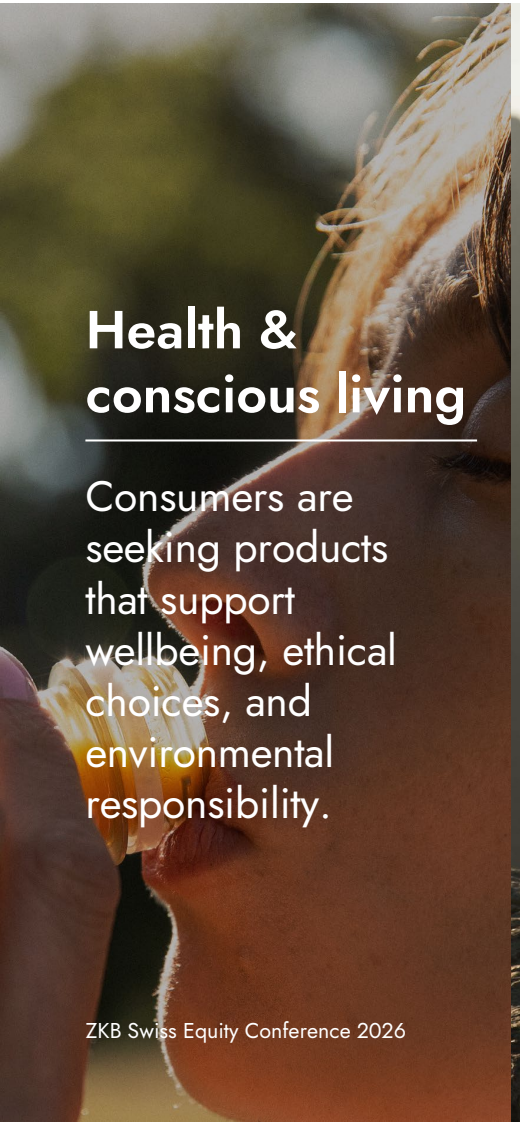






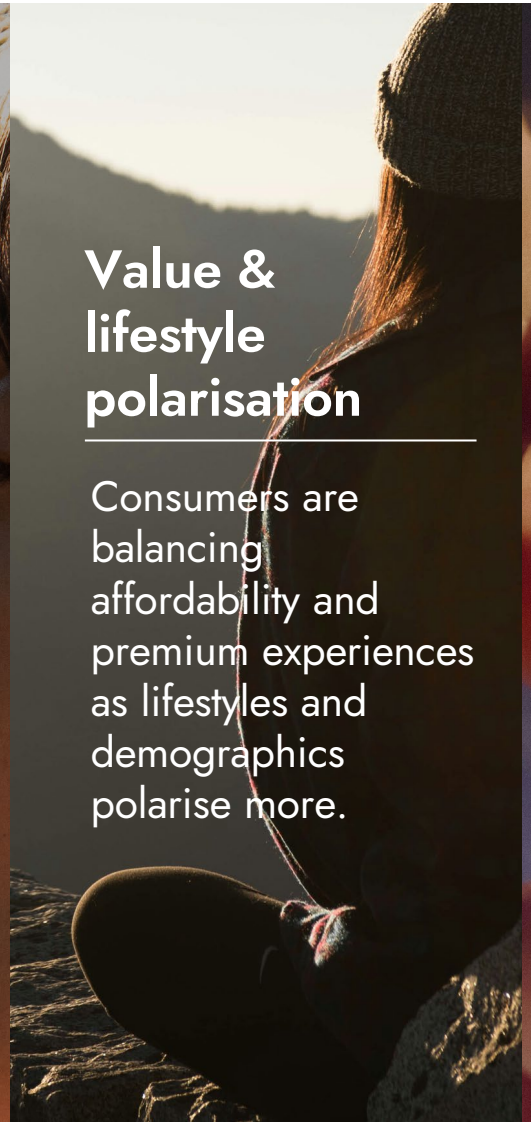
Consumer trends

Consumer shifts creating strong tailwinds for Givaudan



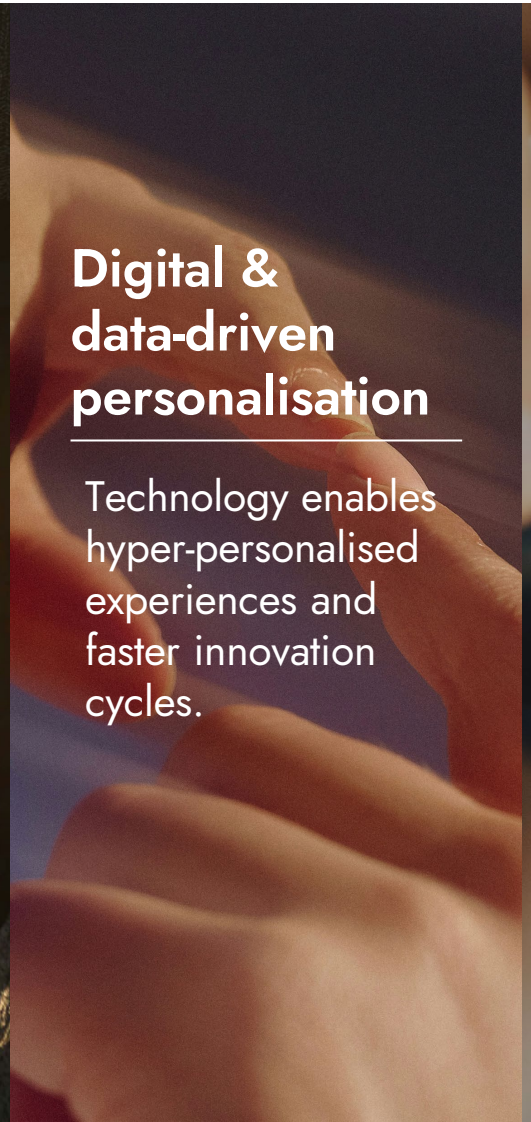
Health & conscious living

Consumers are seeking products that support wellbeing, ethical choices, and environmental responsibility.



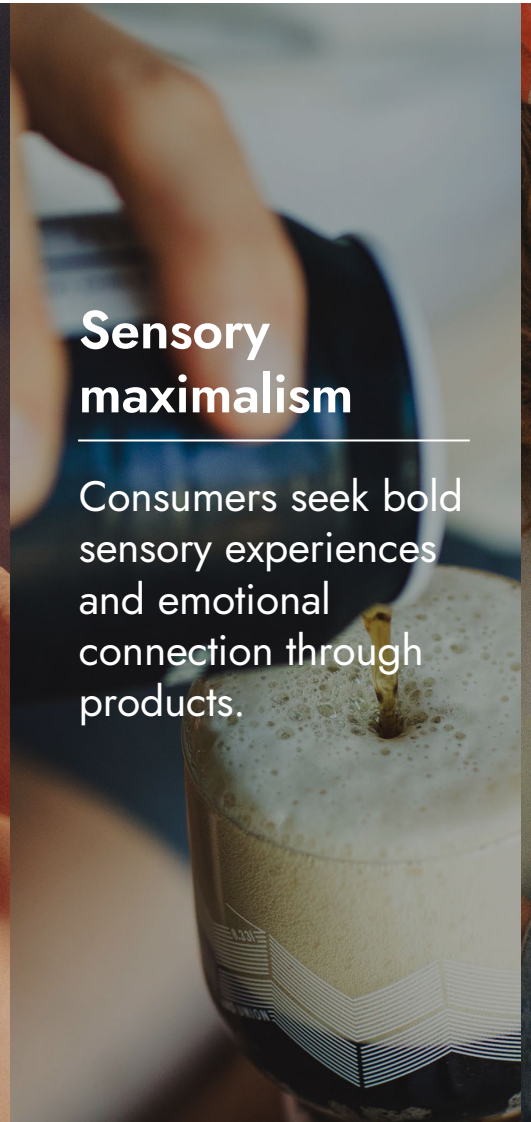
Value & lifestyle polarisation

Consumers are balancing affordability and premium experiences as lifestyles and demographics polarise more.



Digital & data-driven personalisation

Technology enables hyper-personalised experiences and faster innovation cycles.



Sensory maximalism

Consumers seek bold sensory experiences and emotional connection through products.



Shifting demographics

Impact of Gen Z & Alpha, longer lifespans and a population growth primarily in emerging markets.

Evolving market landscape

Turning global shifts into differentiated growth opportunities

GIVAUDAN IS UNIQUELY POSITIONED

- Outstanding creative talent
- Science & Technology leadership
- Advanced consumer insight and foresight
- Operational excellence with global scale and local proximity
- Sustainable innovation
- Attracting best talent



2030 strategy evolution

Why

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



Value creation

4–6% growth*

>12% Adjusted Free Cash Flow

Reaching our 2030 purpose ambitions

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



We reaffirm our 2030 financial ambitions

1. **Strong momentum in core** Fragrance and Flavour & Taste business.
2. **Sharpening strategic focus to unlock future growth:**

   Optimise by growing core businesses, accelerating high-value adjacencies, addressing portfolio challenges, and sharpening commercial execution.

   Future-proof growth by advancing creative and Science & Technology leadership while leveraging data & AI to strengthen competitive moat.

   Together, strengthen competitive advantage through collaboration, future-ready talent, and co-created sustainable partnerships across the value chain.



2 9 months sales 2026

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Accelerating sales growth momentum

"We are pleased with the accelerating momentum in our sales growth in the first nine months of 2026, with sustained strong performance in our Fragrance & Beauty business and sequentially improving performance in Taste & Wellbeing, in line with expectations. With ongoing geopolitical and macroeconomic challenges, these results once again demonstrate the value that Givaudan's unique capabilities bring to all of our customers in supporting their growth ambitions across all product segments and geographies."

Christian Stammkoeter, CEO

Givaudan

2026 Nine month sales

5,891 million CHF

+ 5.2% Sales growth LFL*

+ 2.7% Mature markets LFL *

+ 2.6% Sales growth in Swiss francs

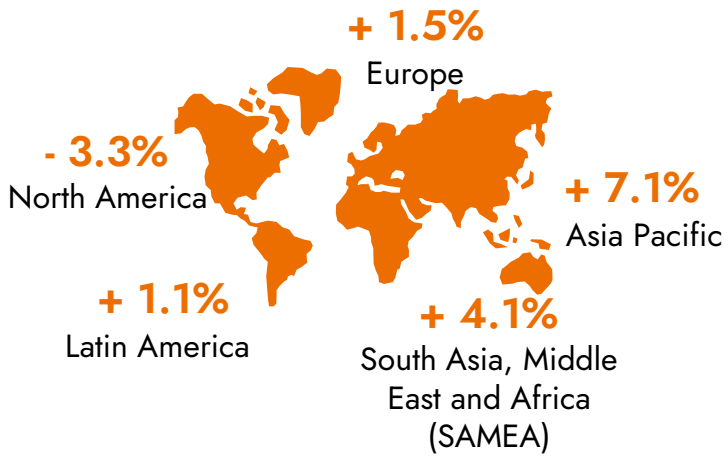
+ 7.9% High growth markets LFL *

Taste & Wellbeing sales

2,741 million CHF

+ 1.5% like-for-like*

- 2.8% in Swiss francs



Fragrance & Beauty sales

3,150 million CHF

+ 8.8% like-for-like*

+ 7.8% in Swiss francs



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



3 Q&A

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