

2020 Strategy Fragrances



Givaudan

engage your senses



Global trends

Impact on Fragrances



Local brands have the opportunity to quickly increase their **relevance** with consumers

Development of **specialty retailers** and **e-commerce**

An evolution in retail

Innovation is moving at an increasingly fast pace

Global trends

Impact on Fragrances

More consumer empowerment

Consumers want to know more about what is in products



Consumers **"vote with a click"**

Bloggers have a growing role in shaping Fine Fragrances, Beauty Care and Cosmetics

Global trends

Impact on Fragrances

Strong demand for **cosmetic products** seen in high growth markets

Staying beautiful longer

Cosmetic market expected to have significant growth

Growth in cosmetic industry driven by **ageing population**



Global trends

Impact on Fragrances



Customer investment in sensorial innovation

Over-proportional dose of **fragrances** in high growth markets

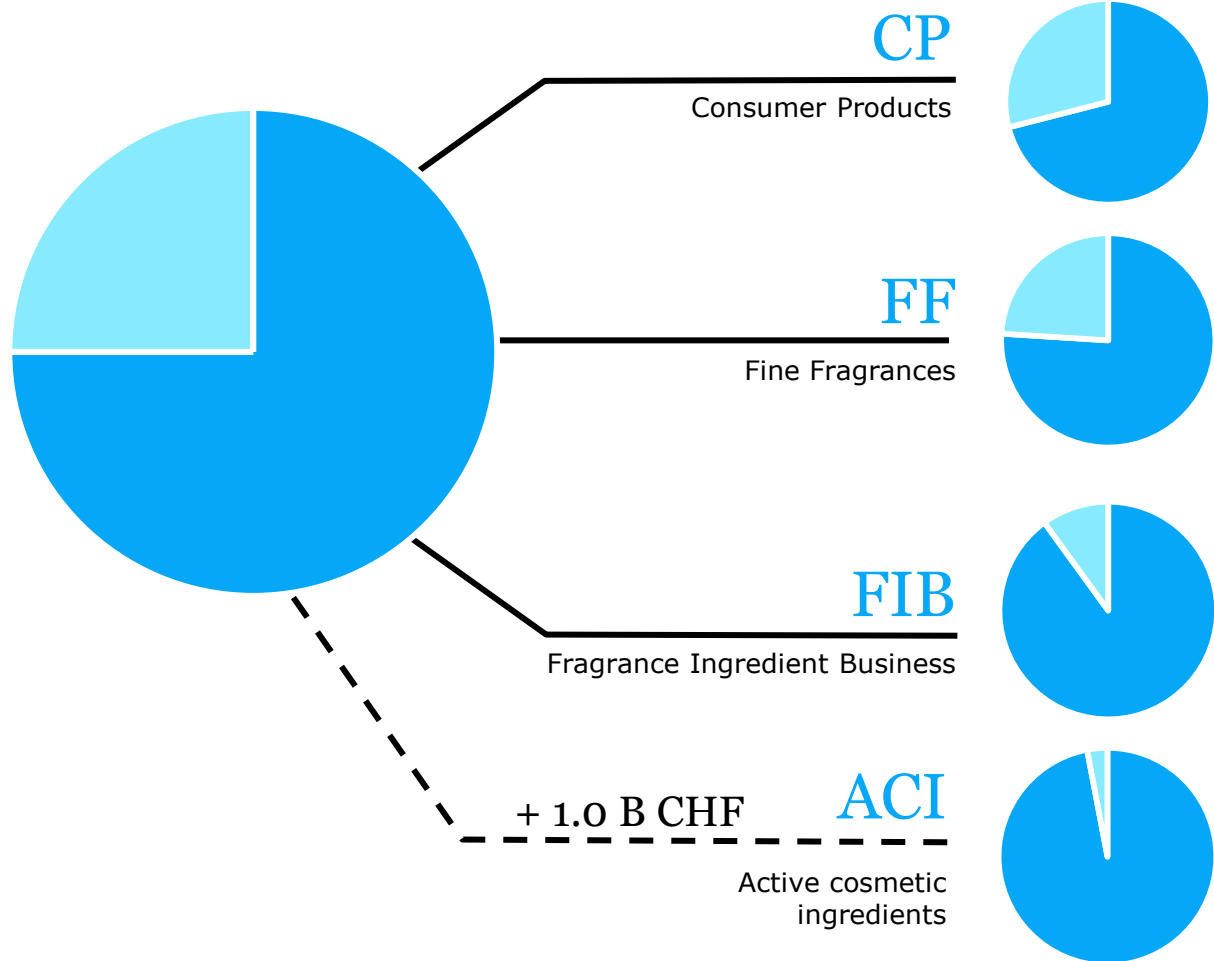
Strong growth of fine fragrance brands with **high fragrance investment**

Significant demand for encapsulation in **fabric conditioner, hair care, shower gels, deodorants**

Market structure Fragrances

8.7 B CHF

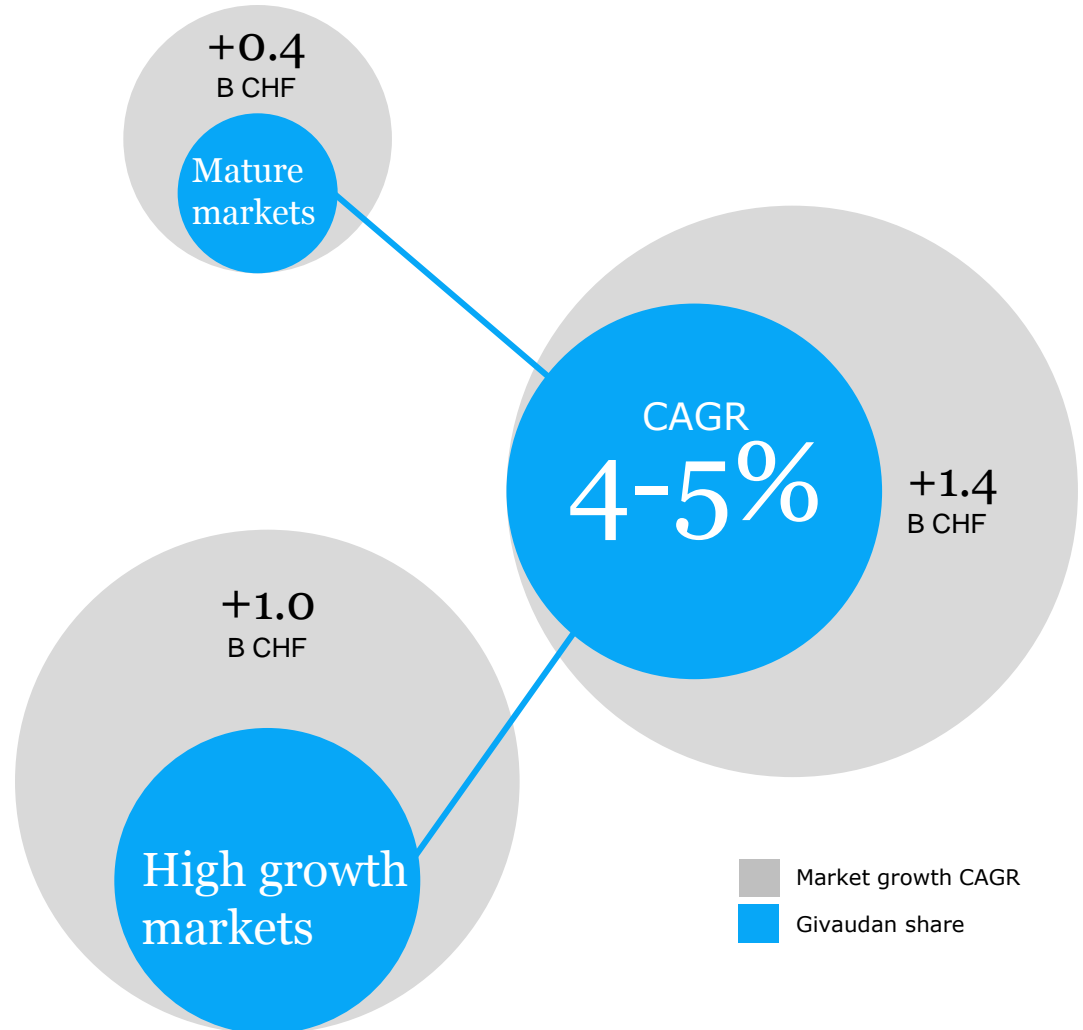
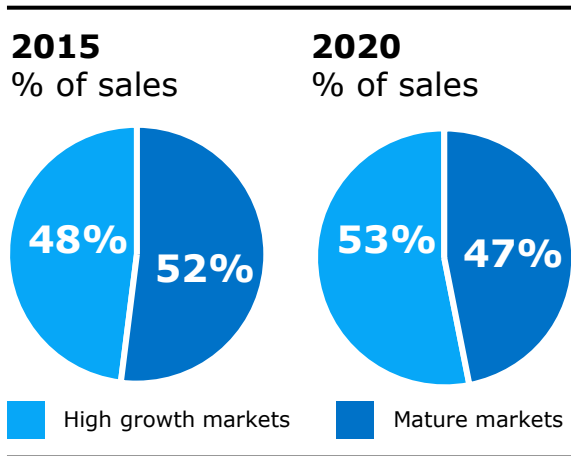
Market Potential as of 2015



■ Market potential as of 2015
■ Givaudan market share as of 2015

2020 Growth aspirations

High growth vs. mature markets



Responsible growth. Shared success.

Growing with our customers



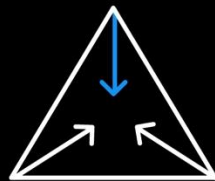
High growth
markets



Health &
wellbeing

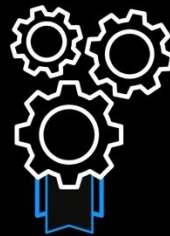


Consumer-
preferred
products



Integrated
solutions

Delivering with excellence



Excellence
in execution

Partnering for shared success



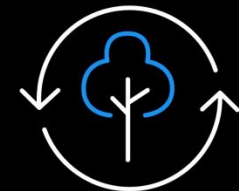
Innovators



Suppliers



People



Communities

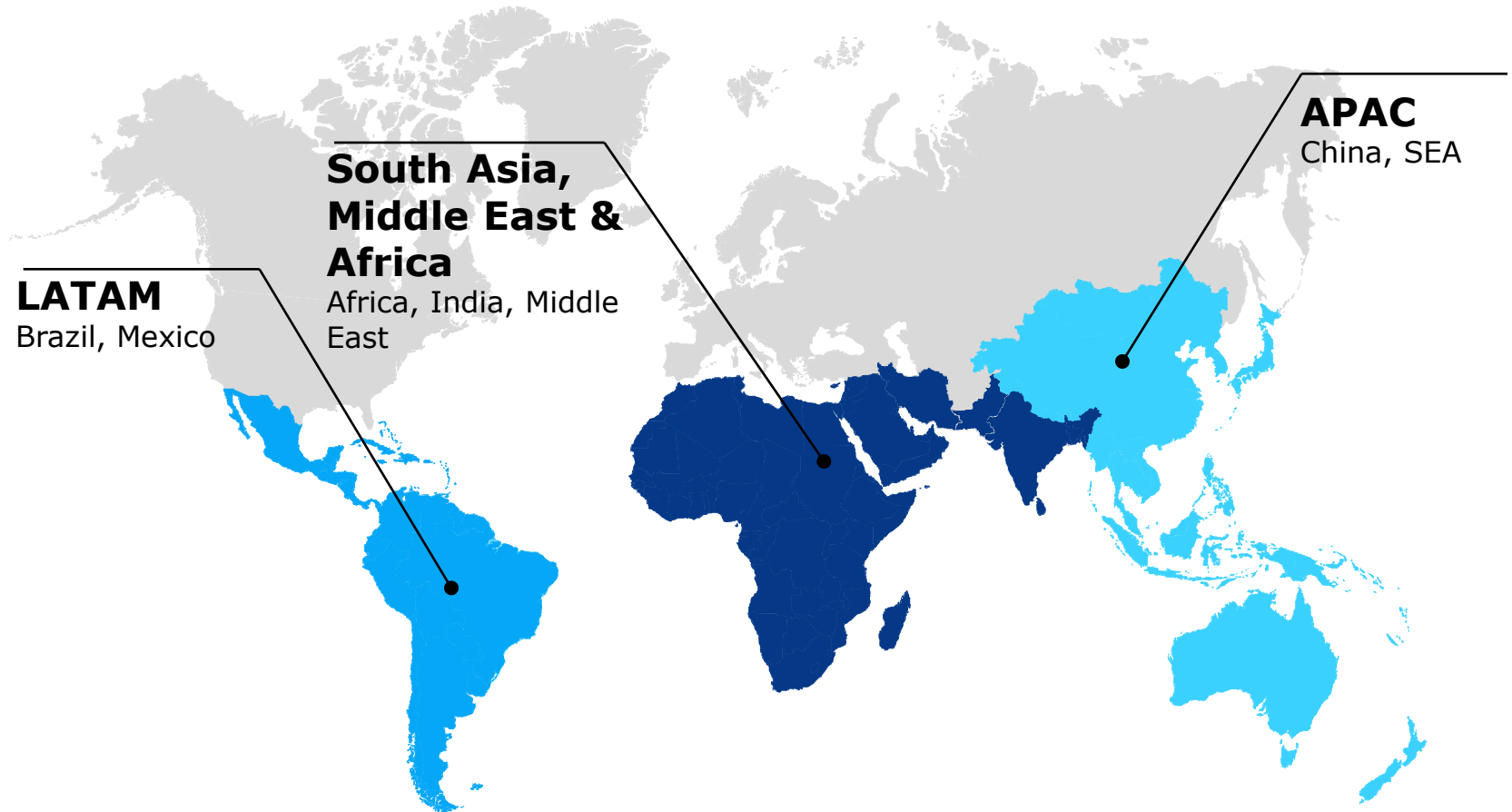
High growth markets

Where to play

Growing with our customers



Consumer Products



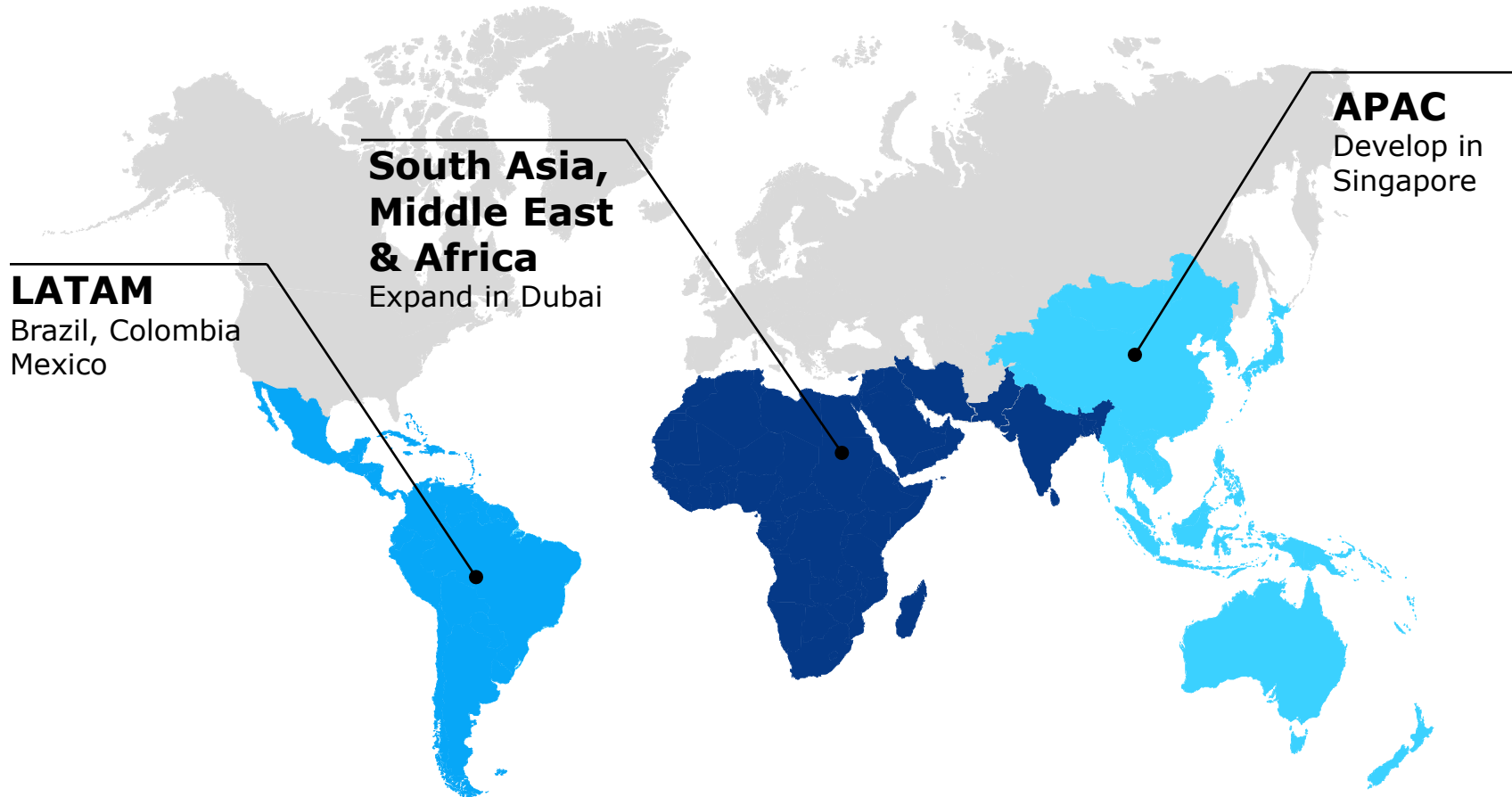
High growth markets

Where to play

Growing with our customers



Fine Fragrances



High growth markets

How to win

Growing with our customers



Consumer Products

Increase presence in new markets e.g. Africa

Invest in talent e.g. Perfumery School in Singapore

Invest in infrastructure

Fine Fragrances

Establish the Fine Fragrance team in Singapore

Invest in talent e.g. Perfumery School in Singapore

Invest in infrastructure



Consumer preferred products

Where to play

Growing with our customers



Further reinforce the **partnerships** where we have a strong presence

Increase pipeline with **selected customers**



Accelerate in high opportunity **categories**

Consumer preferred products

How to win

Growing with our customers



Consumer Products

Reinforce customer partnerships

Implement proactive programmes in key categories

Focus R&D innovation on ingredients and delivery systems

Leverage Global Category Management to build consumer insights



Consumer preferred products

How to win

Growing with our customers



Fine Fragrances

Expand innovation programmes in naturals

Strengthen customer partnerships

Implement creative programmes to
define future olfactive vision

Use consumer insights from Perfume Club
to co-create



Consumer preferred products

How to win



Growing with our customers

Fragrance Ingredients

Innovation in molecules and processes

Invest to drive cost effectiveness

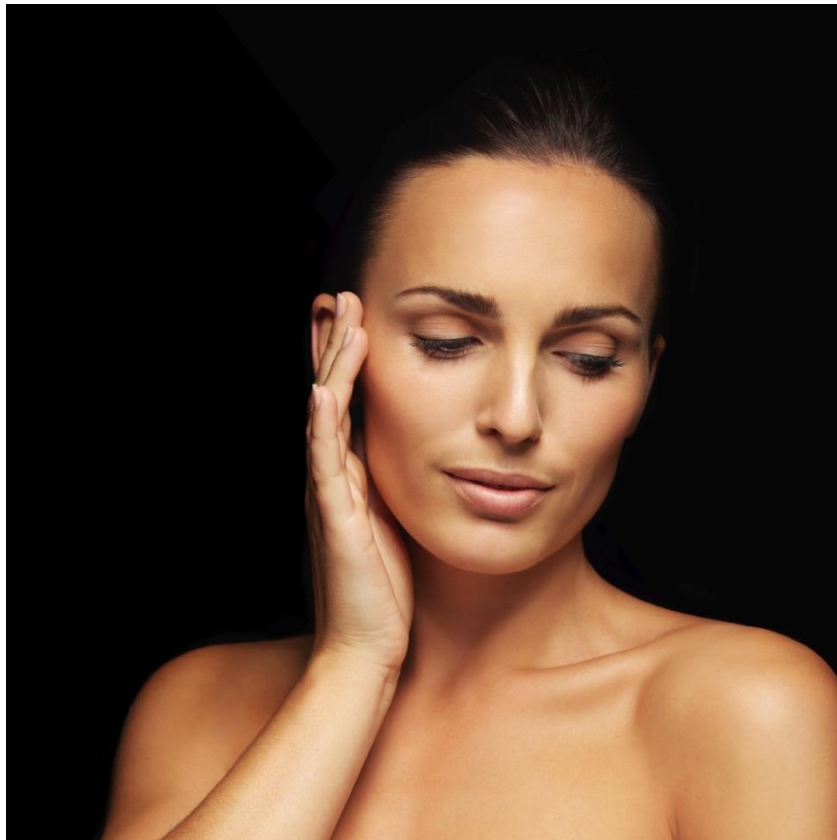
e.g. joint venture for production in China and
expansion of manufacturing in Mexico



Health and well-being

Where to play

Growing with our customers



Active Cosmetic Ingredients

Health and well-being

How to win

Growing with our customers



Active Cosmetic Ingredients

Use synergies within Fragrances

Exploit Soliance biotechnology

Leverage teams in high growth markets

Expand through acquisitions

Excellence in execution

How to win

Delivering with excellence



Customer experience

To provide superior customer partnership from brief to delivery

Operations

Leverage best practices from our Continuous Improvement processes

Streamlined enterprise

Improve efficiency and evolve business model

Agility

Global expertise with a focused and agile local execution

Responsible growth. Shared success.

Growing with our customers



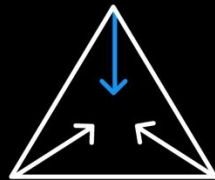
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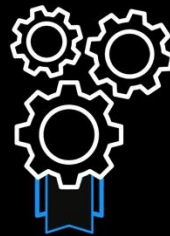


Consumer-
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Integrated
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Delivering with excellence



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Partnering for shared success



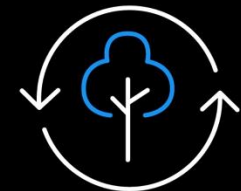
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