

# 2020 Strategy

## Partnering for shared success



Givaudan

engage your senses



# 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

# Innovators

Partnering for shared success



## Existing capabilities

- Organic chemistry
- Natural isolation and concentration
- Fermentation
- High through-put screening
- Sensory analysis
- Natural product chemistry

Strategic  
partnerships

## New capabilities

- Enhanced fermentation
- Design biotransformation
- Advanced agricultural techniques
- Sensory psychology and neuroscience

# People

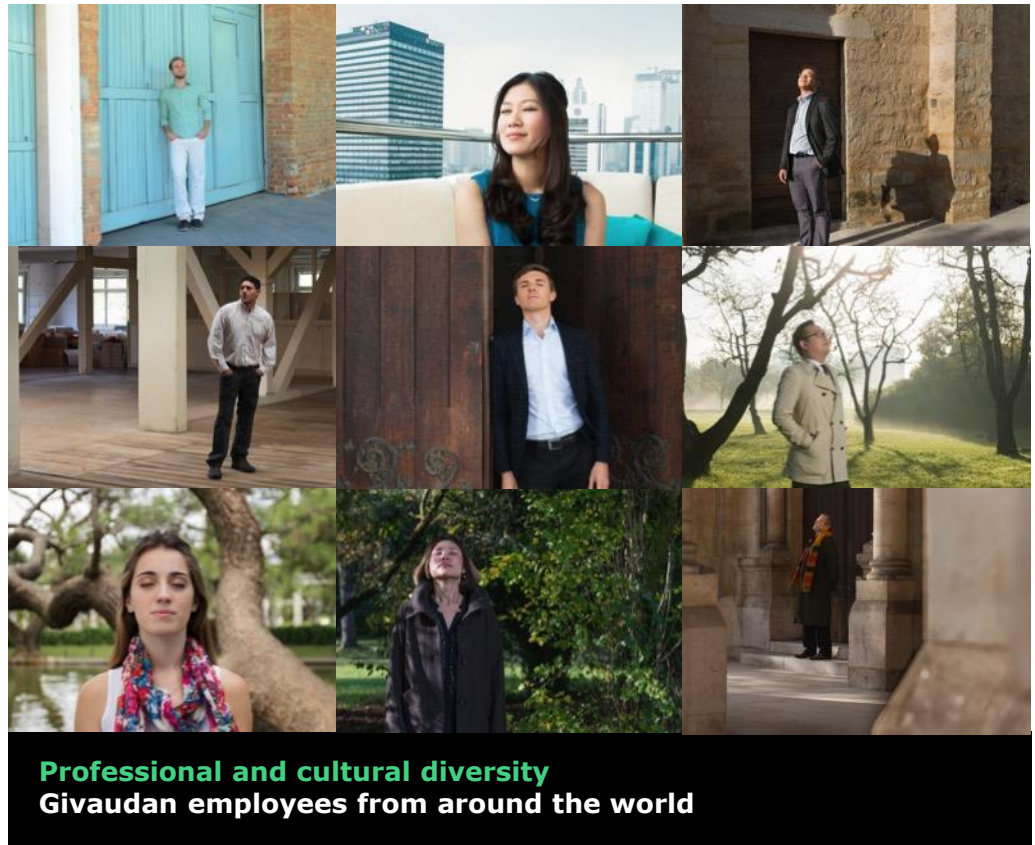
Partnering for shared success



**Culture:** promote a diverse workforce which operates in an agile and collaborative way

**Talent:** nurture a pipeline of industry experts and future leaders to develop skills for sustained success

**Performance:** create an environment where our people feel empowered to partner with their customers to deliver growth



**Professional and cultural diversity**  
Givaudan employees from around the world

# Suppliers

Partnering for shared success



Apply **breakthrough sourcing** models to generate competitive advantage

Lead the industry in **responsible sourcing** to best meet customer expectations

**Manage supply risk** effectively while delivering cost and cash leadership



**Patchouli harvest**  
**Borneo, Indonesia**  
Givaudan Origination

# Communities

Partnering for shared success



## Striving for a better tomorrow

- Support **locally relevant projects** and charitable causes in the communities within which we operate globally
- Aim to **decouple growth** and **environmental impact**



### **KidStrong Programme** **Givaudan Shanghai Riverfront**

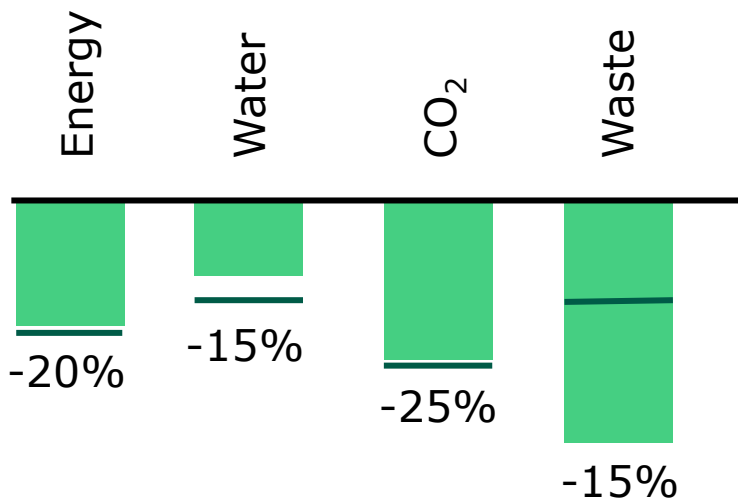
Supporting migrant children's access to health services, nutrition and education

# Stabilizing impact while increasing production volumes

Partnering for shared success



## Ahead of schedule 2010-2020 Eco-efficiency targets (consumption per tonne of product)



■ Status as of 31 December 2014  
— Target set in 2010 for 2020

## Raising the bar for 2020

- Reduce **CO<sub>2</sub> footprint** by at least 4% of the **absolute CO<sub>2</sub> footprint** of the previous year
- Reduce **waste production** and **energy consumption per tonne of product by 4%** each year as compared to the previous year
- Reduce **water usage** by 15% per tonne of product from 2010 to 2020\*

\*remains the same target as established in 2010

# Responsible growth.

## Shared success.

### Growing with our customers



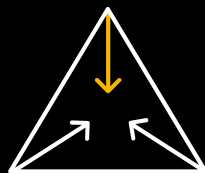
High growth markets



Health & wellbeing

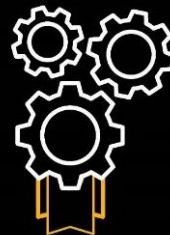


Consumer-preferred products



Integrated solutions

### Delivering with excellence



Excellence in execution

### Partnering for shared success



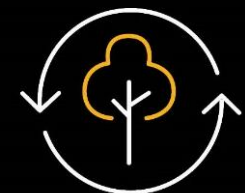
Innovators



Suppliers



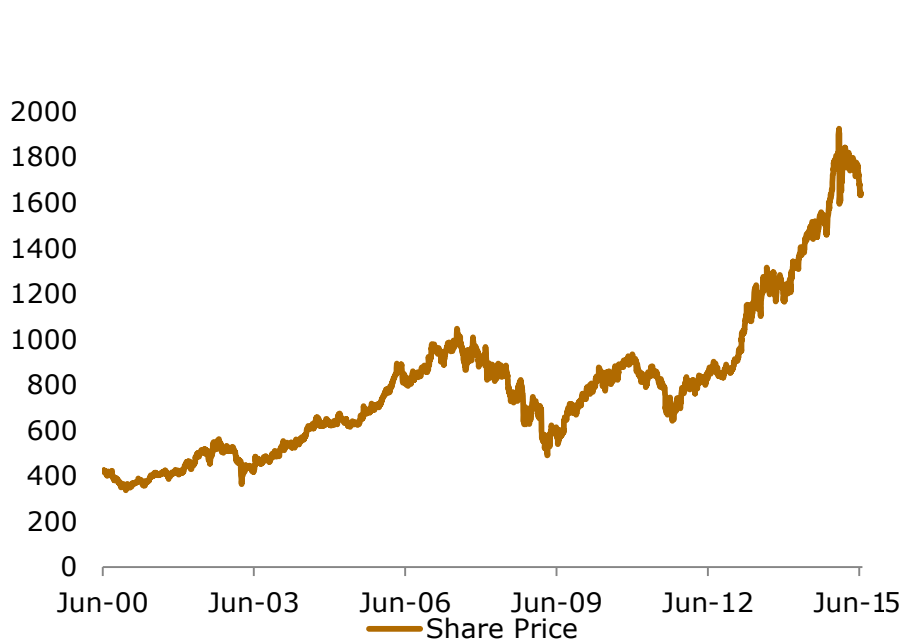
People



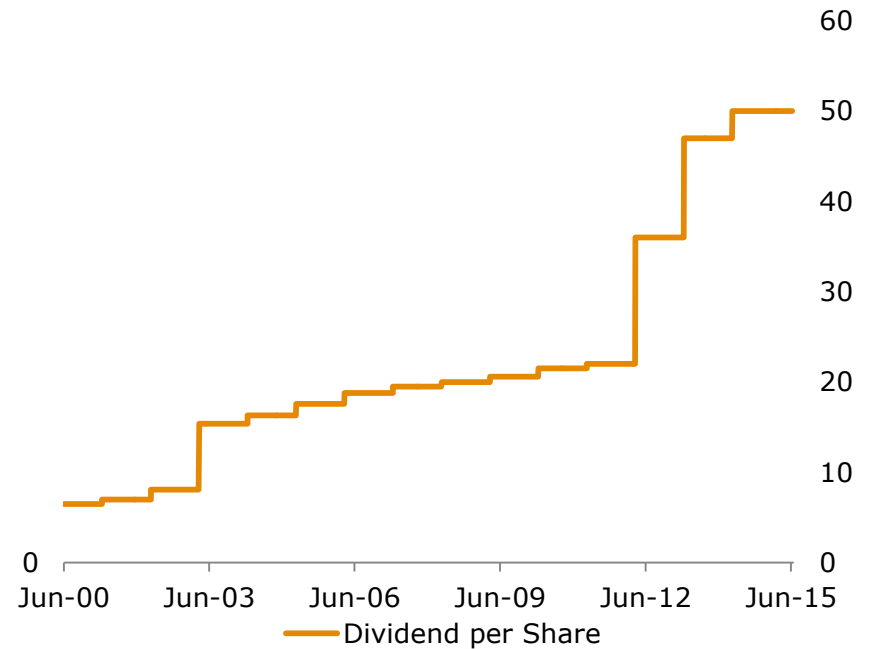
Communities



# Creating value 15 years of growth



**2000-2015**  
**Share price evolution**



**2000-2015**  
**Dividend per share**

# Responsible growth. Shared success.

Growing with  
our customers

**4–5%**

Average organic sales  
growth\*

Delivering  
with excellence

**12–17%**

Average free cash  
flow as  
% of sales\*

Partnering for  
shared success

**Partner  
of choice**

**Creating additional value through acquisitions**

\* Average over the 5 year period



2020 Strategy  
Responsible growth.  
Shared success.

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