

Integrated Annual Report

Highlights



GROWING TOGETHER WITH PURPOSE

COVID-19

Our purpose at the heart
of our response

Creations

The fishless wave

Ensuring sustainability for
the future of perfumery

Nature

Putting our ingredients under the
microscope as part of our climate action

People

Caring for our people during the crisis

Communities

15,852 employees as a force for good

2020

Givaudan

engage your senses

About Givaudan

Growing together with purpose

Givaudan is a global industry leader creating game-changing innovations in food and beverage, and inspiring creations in the world of scent and beauty. We operate in the expanded market space of flavour & taste, functional & nutritional ingredients, and fragrance & beauty.

With our heritage stretching back over 250 years, we have a long history of creating and innovating scents and tastes. Our creations inspire every day emotions and delight millions of consumers the world over. We are committed to driving purpose-led, long-term growth with the intention of increasing our positive impact on the world by innovating sustainable solutions while showing our love for nature and leading the way to improve happiness and health for people.

The Company has two business activities, Taste & Wellbeing and Fragrance & Beauty, reflecting Givaudan's purpose of creating for happier, healthier lives, with love for nature. These names were evolved in 2020 and are aligned with the divisions' 2025 strategic ambitions to shape the future of food, fragrances and beauty by becoming the innovation and co-creation partner of choice to our customers.



TASTE & WELLBEING

Going beyond great taste to create food experiences that do good and feel good – for body, mind and planet.



FRAGRANCE & BEAUTY

Craftsmanship, creativity and passion to bring you inspiring creations in the world of scent and beauty.

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THIS HIGHLIGHTS REPORT OFFERS A SYNTHESIS OF ALL OUR OTHER REPORTS.

See [Our reporting suite](#) » page 39



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Navigating through an extraordinary year

CALVIN GRIEDER

I am very proud of our accomplishments over the last five years, particularly when faced with the difficult circumstances of 2020. We remained resilient, delivering on all the ambitions under our 2020 strategy while ensuring we kept our employees safe and well. Our new 2025 strategy 'Committed to growth, with purpose' will ensure we continue to create sustainable value for all our stakeholders while advancing towards our purpose ambitions in the areas of creations, nature, people and communities. My heartfelt thanks and gratitude go to my fellow members of the Board, the Executive Committee and all our employees for their hard work and dedication, especially after such a testing year. It is their contribution and passion that makes Givaudan a unique place to work. Finally, I would like to share my thanks to our shareholders for your trust and continuing support.



Our accomplishments, resilience and ability to keep employees safe give me great pride.

Calvin Grieder, Chairman

COVID-19

Our purpose at the heart of our response

Throughout the COVID-19 pandemic, Givaudan has played a critical role in sustaining the global supply chain in food and beverage as well as in household, health and personal care products.

We take our role as a purpose-led company very seriously, as our purpose provides a strong and unified reason for why we do what we do: Creating for happier, healthier lives with love for nature, let's imagine together. Ensuring we can still deliver

these essential products, while also protecting our people, has guided our crisis response.

Our global crisis team worked around the clock to ensure we kept our employees safe, our customers served and the business running as normally as possible in the circumstances. From the outset of the COVID-19 pandemic we have followed government advice and WHO guidelines and implemented comprehensive measures to protect our colleagues.

We completely and rapidly

changed the way we worked. Our office-based employees moved to home working and we adopted key measures and practices to protect all our employees' health, safety and wellbeing. It required an extraordinary effort from our production and supply chain colleagues to ensure we could continue meet the increasing demand for essential products.

As a responsible and purpose-led business, we also recognised the enormous impact the pandemic had on vulnerable

communities without the resources needed. We established a COVID-19 community fund to enable our sites to support local communities that had been affected by the pandemic; at least CHF 1 million was distributed to over 130 communities worldwide. We also adapted our production to increase the amount of hand sanitiser, not only for our employees but also for local health, community and front-line services who were in critical need of it.

We are proud that, through



READ MORE

2020 Integrated Annual Report ▶ pages 4 – 9 ▶ **Chairman introduction and CEO interview**

2020 GRI Sustainability Report ▶ page 3 ▶ **Statement from our Head of Global Procurement and Sustainability**

GILLES ANDRIER

The dedication of the entire Givaudan organisation during this challenging year enabled us to continue to support customers in keeping critical products available throughout the COVID-19 crisis. Overnight, we completely changed the way we worked and the business showed its agility and ability to adapt quickly.

As CEO of such a company, I have so much to be proud of. The year was also the final one of our 2020 strategy and we once again achieved the financial ambitions we set and showed our ability to deliver industry leading, purpose-led growth.

I am really excited about starting out on our next five-year cycle, a strategy that will guide us in continuing to deliver sustainable value creation for all stakeholders and allow us to act as a force for good in the world.

Despite the year’s challenges, the dedication of the entire Givaudan organisation is cause for much pride.

Gilles Andrier, CEO

close collaboration with our customers and with the resilience that has been demonstrated across the supply chain, we have helped to ensure product availability, even when demand soared.

And as the crisis evolves, we will continue to put employee wellbeing at the heart of everything we do. We are so grateful for all the hard work from team members around the world who continue to play their part in our collective response to this crisis.

WILLEM MUTSAERTS

Our people are the successful driving force behind our commitment to purpose-led, sustainable growth.

Willem Mutsaerts, Head of Global Procurement and Sustainability

Our people have played – and continue to play – a central role in actions to meet our ambitious goals in becoming a sustainable company, goals which can only be reached through their continued engagement and passion about our work and commitment to creating a sustainable society. I am so pleased by the way they have embraced our purpose of ‘Creating for happier, healthier lives with love for nature’, into which is woven our sustainability approach. They know that sustainability is a part of everything we do and helps us to be a successful, responsible company. While there is still much work to be done, all of us in Givaudan are committed to driving purpose-led, sustainable growth and to creating a sustainable society.



Highlights

During 2020, the impact of COVID-19 became global. The Givaudan purpose was at the heart of our response to the pandemic as we focused on supporting our employees and communities and on maintaining our operations and global supply chain.

RECOGNITION

Givaudan is recognised by external organisations as a company acting as a force for good:

Committed to B Corp Certification, the gold standard for good business.



CDP double 'A' rating for climate action and water stewardship for the second consecutive year.



CDP leader board recognition for supplier engagement.



Inclusion in FTSE4Good Index Series, ranking us in top 1% performers among peers.



FTSE4Good

Awarded highest accolade, EcoVadis Platinum medal, with score of 75/100, ranking us in top 1%.



2016-2020
Strategy
 SUCCESSFULLY DELIVERED

AVERAGE ORGANIC SALES GROWTH
4.9%

AVERAGE FREE CASH FLOW AS % OF SALES
12.6%

2020
 performance

SALES
 CHF million **6,322**

SALES GROWTH LFL¹
+4.0%

EBITDA MARGIN AS % OF SALES
22.1%

FREE CASH FLOW
 CHF million **811**

FREE CASH FLOW AS % OF SALES
12.8%

PROPOSED DIVIDEND PER SHARE²
 CHF **64.00**

WOMEN IN SENIOR MANAGEMENT
25%

RENEWABLE ELECTRICITY
81%

GHG EMISSIONS SCOPE 1 + 2³
-30%

SEDEX COMPLIANCE RATE OF AUDITED SUPPLIERS
85%

REDUCTION OF LOST TIME INJURIES SINCE 2009⁴
-76%

GHG EMISSIONS SCOPE 3³
+11%

2020

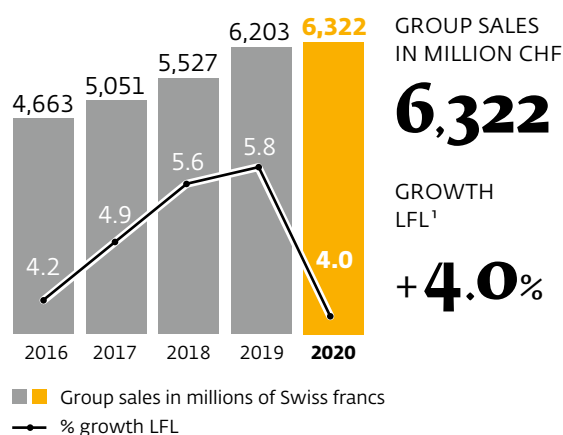
1. Like-for-like excludes the impact of currency, acquisitions and disposals.
 2. Subject to shareholder approval at the AGM on 25 March 2021.
 3. Compared to baseline year 2015.
 4. The reduction in lost time injuries is estimated based on the Lost Time Incident Rate (LTIR).

Delivering on our 2020 ambitions

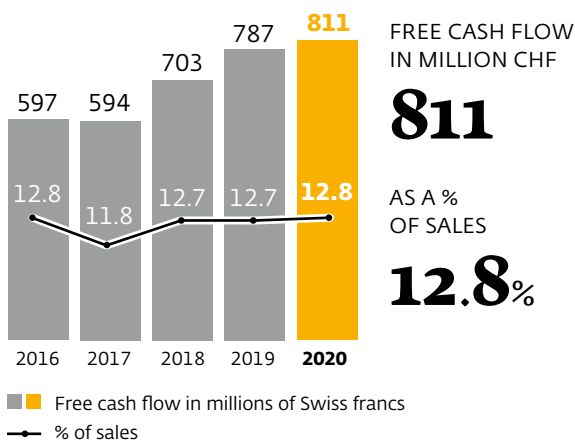
I'm proud of our performance over the last five years in successfully delivering responsible growth and shared success for all our stakeholders.

Gilles Andrier, CEO

Group sales



Free cash flow



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

ACHIEVEMENTS FROM 2016 TO 2020

MARKET CAP

From **16** to
CHF billion **>34**

NUMBER OF EMPLOYEES

From **10,476** to
15,852

SALES TURNOVER

From **4.7** to
CHF billion **6.3**

N°1

POSITION IN FINE FRAGRANCE WITH A 2016 – 2020 SALES CAGR OF 4.7%

EXPANDED INTO NEW SPACES OF ACTIVE BEAUTY AND ALTERNATIVE PROTEINS, EACH

CHF million **100** in sales










IN HEALTH & WELLBEING ACHIEVED SALES OF CHF 1 BILLION AND A

CAGR of **11.4%**

WITH CHF 2 BILLION IN SALES, WE

doubled our naturals business

OUR 2020 STRATEGY:
RESPONSIBLE GROWTH. SHARED SUCCESS.

TARGET 2020	<p>4-5% AVERAGE ORGANIC SALES GROWTH¹</p>	<p>12-17% AVERAGE FREE CASH FLOW AS % OF SALES¹</p>	<p>Partner of choice</p>	
PERFORMANCE 2016-2020	<p>4.9% AVERAGE ORGANIC SALES GROWTH</p>	<p>12.6% AVERAGE FREE CASH FLOW AS % OF SALES</p>	<ul style="list-style-type: none"> ➤ New innovative partnerships ➤ Increased strategic networks 	
<p>Growing with our customers</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  High growth markets </div> <div style="text-align: center;">  Health and well-being </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;">  Consumer preferred products </div> <div style="text-align: center;">  Integrated solutions </div> </div>		<p>Delivering with excellence</p> <div style="text-align: center;">  Excellence in execution </div>	<p>Partnering for shared success</p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  Innovators </div> <div style="text-align: center;">  Suppliers </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;">  People </div> <div style="text-align: center;">  Communities </div> </div>	

**Strong operational achievements across all areas of the strategic pillars.
This performance recognises the value we bring to our customers, the strength
of our business, and the hard work and dedication of all our employees.**

**Creating additional value through acquisitions
16 acquisitions since 2014, representing an additional
CHF 1.5 billion of annualised sales.**

1. Over the five-year period 2016 – 2020.

Achievements 2016–2020

GROWING WITH OUR CUSTOMERS



Highlights

Continued investments in high growth markets especially China and India

Investments in local & regional customer segment, both organically and via acquisitions, brings overall share to ~50% of Group sales

Expanding product and customer portfolio in key growth areas (eg. Naturals, health & wellbeing, Active Beauty, local & regional customers)

Attained No. 1 position in fine fragrance market

Sales growth of 4.9% CAGR (2016–2020)

Incremental sales contribution of CHF 1.5 billion through acquisitions

Developing further our integrated solutions business through existing and acquired capabilities

Over the past five years, we have expanded our product portfolio in a significant way, complementing our industry-leading flavour and taste capabilities with an outstanding offer of natural functional and nutritional solutions.

Louie D'Amico, President Taste & Wellbeing



Our market leadership in the fast growing segment of local and regional customers is greatly enhanced through the acquisitions that we have made.

Maurizio Volpi, President Fragrance & Beauty

DELIVERING WITH EXCELLENCE



Our GBS organisation is an integral part of Givaudan, delivering high quality solutions across the value chain.

Anne Tayac, Head of Givaudan Business Solutions



Highlights

Successful global implementation of Givaudan Business Solutions (GBS), with three delivery centres established in Budapest, Kuala Lumpur and Buenos Aires

Benefits fully achieved and further opportunities for scope extensions in the future identified

Automation and continuous improvement of our processes and in production sites, contributed strongly to sustain competitiveness

Significant investments in new production facilities in India and China to support business growth

Strong focus on integration of acquired companies to ensure high levels of service quality during transition

Highly dedicated supply chain effort to manage multiple crises, particularly impacting raw material supply

Earned key sustainability recognitions: CDP leadership scores for climate action and water security; a world leader for supplier engagement on climate change, EcoVadis Platinum status

Well-developed business continuity plans in both divisions to provide agility and flexibility in all situations

Strong improvement in safety performance and culture across the organisation

Achievements 2016–2020

PARTNERING FOR SHARED SUCCESS



We have significantly expanded our partnership networks in all areas of the business, delivering value for Givaudan and for the collaborators and communities that work with us.

Willem Mutsaerts, Head of Global Procurement and Sustainability

Highlights

Strengthening the global innovation ecosystem by opening our new flagship Innovation Centre in Switzerland

Extended partnership network in innovation with academia, start-ups and established innovators

We have doubled sales from innovation linked to external collaboration

Established the Givaudan Digital Factory in Paris to drive our digital agenda

Improved employee engagement and strong focus on diversity and leadership development

Deeper engagement with suppliers on sustainability topics as well as extension of the responsible sourcing initiatives

Development of multiple joint ventures to secure access to key raw materials in both divisions

Launch of 'Connect to Win' programme to accelerate innovation in partnership with suppliers

Strengthened our commitment to enrich the communities that work with Givaudan



The ambition of our purpose is that Givaudan will be a place where we all love to be and grow. I am delighted we've improved our overall engagement level and we continue to build on this, focusing on our ambitious goals for inclusion and care for all of our people.

Simon Halle-Smith, Head of Global HR and EHS

Value creation through acquisitions

We seek to create value through targeted acquisitions which complement existing capabilities in providing winning solutions for our customers.

Aligned with market trends and our strategic priorities



Naturals

- ▶ Spicetec
- ▶ Activ International
- ▶ Vika
- ▶ Centroflora Nutra
- ▶ Naturex
- ▶ Albert Vieille
- ▶ Golden Frog
- ▶ Ungerer
- ▶ Indena



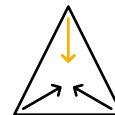
Active Beauty

- ▶ Soliance
- ▶ Induchem
- ▶ Naturex
- ▶ AMSilk
- ▶ Indena
- ▶ Alderys



Local and regional customers

- ▶ Naturex
- ▶ Expressions Parfumées
- ▶ drom
- ▶ Fragrance Oils
- ▶ Ungerer



Integrated Solutions

- ▶ Spicetec
- ▶ Vika
- ▶ Activ International



Ingredients

- ▶ Ungerer
- ▶ Albert Vieille

EXPANDING OUR PORTFOLIO

INVESTED IN ACQUISITIONS

CHF billion **3.6**

INCREMENTAL REVENUES

CHF billion **~1.5**

ACQUISITIONS FROM 2014 TO 2020

16

Creating future value through our purpose

As a purpose-led company, we can go even further to make our world a happier and healthier place.

Our purpose, a guiding star in our 2025 strategy, leads the way to increasing our positive impact on society and the planet in

order to ensure our sustainable long-term performance. We hold ourselves accountable to our purpose through bold, measurable ambitions to ensure we live up to being a successful, sustainable business acting as a force for good.

What's more, our journey to being a B Corp certified company will ensure that we're reaching the highest standards as a responsible and sustainable business delivering sustainable value creation.

OUR PURPOSE

Creating for happier, healthier lives with love for nature. Let's imagine together.

Creations

Let's imagine together that through our creations more people will enjoy happier, healthier lives.

BY 2030 We will double our business through creations that contribute to happier, healthier lives. (2018 baseline: CHF 5,527m sales)

Nature

Let's imagine together that we show our love for nature in everything we do.

BEFORE 2030 Our operations' carbon emissions will be cut by 70% and our supply chain emissions by 20%. (2015 baseline)

BEFORE 2030 We will replace single-use plastics with eco-friendly alternatives across our sites and operations. (Baseline in process of setting)

BEFORE 2040 Our operations' will be climate positive and our supply chain emissions will be cut by 50%. (Baseline 2015)

BEFORE 2050 Our supply chain will be climate positive.

People

Let's imagine together that Givaudan is a place where we all love to be and grow.

BEFORE 2025 Everyone on our sites will have access to mental and physical health initiatives, tools and training. (Baseline in progress of setting)

BEFORE 2025 We will reduce our total recordable injuries cases by 50%. (2018 baseline)

BEFORE 2025 We will be rated among the leading employers for inclusion globally. (Baseline is in progress of setting)

BEFORE 2030 50% of our senior leaders will be from high growth markets. (2018 baseline)

BEFORE 2030 50% of our senior leadership will be women. (2018 baseline)

Communities

Let's imagine together that all communities benefit by working with Givaudan.

BY 2030 We will source all materials and services in a way that protects people and the environment. (Baseline is in progress of setting)

BY 2030 We will improve the lives of millions of people in communities where we source and operate. (Baseline is in progress of setting)

Our 2025 strategy Committed to Growth, with Purpose

Over the next five years we will continue creating sustainable long-term value for all key stakeholders, with customers central to our strategy. Gilles Andrier, CEO

Our 2025 roadmap sets out how we will deliver profitable growth over the next five years while having a positive, sustainable impact through our creations, on our people, nature and communities.

It is our intention to deliver growth through creating inspiring products for happier, healthier lives while achieving our ambitious financial targets and longer-term purpose ambitions.

At the core of our business is our relationship with our customers, and we will continue to work in close partnership with them to provide creative, innovative and sustainable solutions that are loved by consumers.



Excellence, innovation, simplicity in everything we do

4 - 5% GROWTH

PURPOSED LINKED TARGETS

>12% FCF



READ MORE

www.givaudan.com ▶ Our Company ▶ **Our 2025 strategy**

Creating and sharing sustainable value

INPUTS

FINANCIAL CAPITAL

Funds available to the Group

INTELLECTUAL CAPITAL

Technology, patents, know-how, processes

HUMAN CAPITAL

The skills, motivation, diversity of our people, best-in-class health and safety procedures

NATURAL CAPITAL

Raw materials, indirect materials and services, innovative sourcing models

MANUFACTURED CAPITAL

Production sites, infrastructure, end-to-end supply chain solutions

SOCIAL AND RELATIONSHIP CAPITAL

Our relationships with local communities, regulators and industry bodies, brand and reputation

OUR BUSINESS MODEL

OUR ACTIVITIES

Taste & Wellbeing

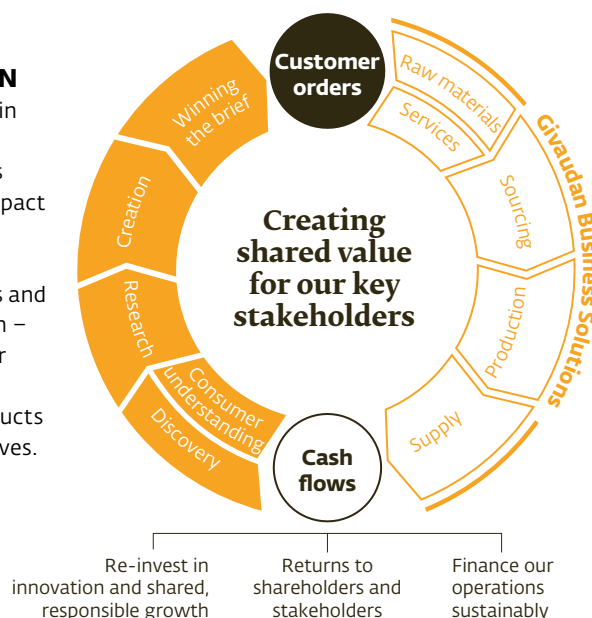
- ▶ Flavour & Taste
- ▶ Natural functional ingredients
- ▶ Natural nutritional ingredients
- ▶ Integrated Solutions

Fragrance & Beauty

- ▶ Consumer products
- ▶ Fine Fragrances
- ▶ Ingredients and Active Beauty

OUR VALUE CHAIN

Through our value chain we create innovative products and solutions that have a positive impact on nature, people and communities. The corresponding outputs and impacts deliver growth – in partnership with our customers – through creating inspiring products for happier, healthier lives.



STRATEGY

GOVERNANCE

MANAGEMENT

EXTERNAL ENVIRONMENT / MEGATRENDS / RISKS AND OPPORTUNITIES

OUTPUTS

FINANCIAL CAPITAL

Responsible financial growth and shared profitability

INTELLECTUAL CAPITAL

Differentiating solutions through responsible innovation

HUMAN CAPITAL

Recruiting, developing and caring for diverse and inclusive workforce

NATURAL CAPITAL

Preserving biodiversity and renewable resources, reducing water and energy consumption, emissions and waste

MANUFACTURED CAPITAL

New site openings, acquisitions, sustainable products produced and sold

SOCIAL AND RELATIONSHIP CAPITAL

B Movement Builders, Business for Nature call-to-action, WBCSD CEO call to action on human rights

IMPACTS

LEADING THE INDUSTRY

Organic sales growth **4%**
Free cash flow as % of sales **12.8%**

BEING A PURPOSE-LED COMPANY

Creating for happier, healthier lives with love for nature.
Let's imagine together.

Creations

6,322

SALES IN CHF MILLION



> 122,865

PRODUCTS SOLD



Nature

-30%

SCOPE 1+2 GHG EMISSIONS SINCE 2015



+11%

SCOPE 3 GHG EMISSIONS SINCE 2015

People

25%

WOMEN IN SENIOR MANAGEMENT

0.25

LTI RATE

Communities

85%

SUPPLIER COMPLIANCE RATE

94,000

BENEFICIARIES OF COVID-19 COMMUNITY FUND

STAKEHOLDERS BENEFITED

Customers / Suppliers / Employees / Owners and investors / Local communities / Public and regulatory agencies

Our contribution to the United Nations Sustainable Development Goals



Board of Directors

The Board of Directors consists of nine Board members, headed by our Chairman Calvin Grieder and currently comprises six men and three women representing five nationalities. The Board of Directors is responsible for the ultimate direction, strategic supervision and control of the management of the Company. In

general, Board members are elected each year at the Annual General Meeting for a mandate of one year. In 2020, one exception was made for governance reasons to allow Sophie Gasperment, who joined the Board in September 2020, to step off another board beforehand and avoid being over-boarded.

Calvin Grieder

CHAIRMAN

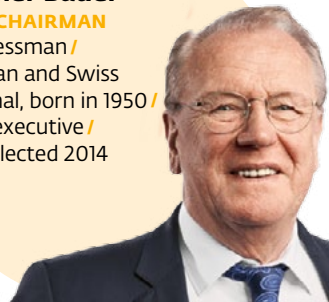
Engineer / Swiss national, born in 1955 in the USA / Non-executive / First elected in 2014 / Chairman since 2017



Prof. Dr.-Ing. Werner Bauer

VICE-CHAIRMAN

Businessman / German and Swiss national, born in 1950 / Non-executive / First elected 2014



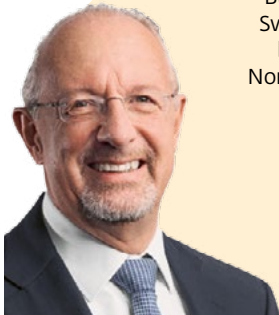
Olivier Filliol

Businessman / Swiss national, born in 1967 / Non-executive / First elected 2020



Victor Balli

Businessman / Swiss national, born in 1957 / Non-executive / First elected in 2016



Lilian Biner

Businesswoman / Swedish national, born in 1962 / Non-executive / First elected 2011



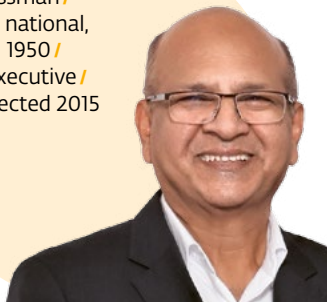
Sophie Gasperment

Businesswoman / French national, born in 1964 / Non-executive / First elected 2020



Michael Carlos

Businessman / French national, born in 1950 / Non-executive / First elected 2015



Ingrid Deltene

Businesswoman / Dutch and Swiss national, born in 1960 / Non-executive / First elected 2015



Thomas Rufer

Certified Public Accountant / Swiss national, born in 1952 / Non-executive / First elected 2009



Executive Committee

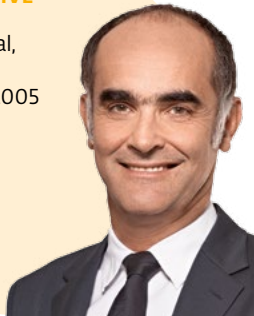
The Executive Committee is composed of seven members under the leadership of Gilles Andrier, Chief Executive Officer and consists of six men and one woman, representing six nationalities. Dedicated to the overall day-to-day management of Givaudan, each Executive Committee member capitalises on

an average of 20 years' experience in the Company to bring a wealth of industry knowledge and have all been promoted to the Executive Committee from inside the Company. Gilles Andrier is one of the longest-standing CEOs in the industry, being in office since 2005.

Gilles Andrier

CHIEF EXECUTIVE OFFICER

French national,
born in 1961 /
Appointed in 2005



Tom Hallam

CHIEF FINANCIAL OFFICER

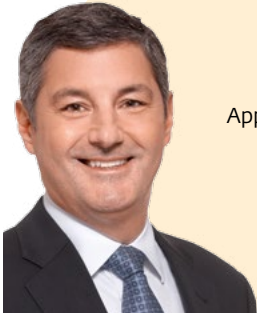
British and Swiss
national, born in
1966 / Appointed
in 2017



Louie D'Amico

PRESIDENT TASTE & WELLBEING

US national,
born in 1961 /
Appointed in 2018



Maurizio Volpi

PRESIDENT FRAGRANCE & BEAUTY

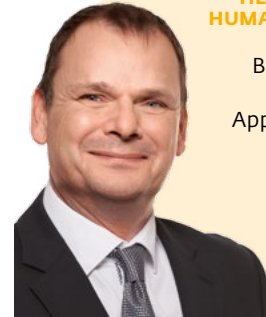
Italian national,
born in 1969 /
Appointed in 2015



Simon Halle-Smith

HEAD OF GLOBAL HUMAN RESOURCES AND EHS

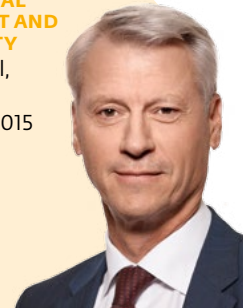
British national,
born in 1966 /
Appointed in 2015



Willem Mutsaerts

HEAD OF GLOBAL PROCUREMENT AND SUSTAINABILITY

Dutch national,
born in 1962 /
Appointed in 2015



Anne Tayac

HEAD OF GIVAUDAN BUSINESS SOLUTIONS

French national,
born in 1968 /
Appointed in 2016



Creations

Let's imagine together that through our creations more people will enjoy happier, healthier lives.

The Givaudan purpose of creating for happier, healthier lives is a strategic guide so our creations and innovations can contribute to the overall wellbeing of the end-consumer, directly or indirectly. Co-creation and collaboration with customers and partners enable us to innovate and develop game-changing products and solutions that shape worlds of taste, nourishment, scent and beauty. Innovative partnerships are crucial in driving business growth and ensuring a sustainable future. Through supplier-enabled innovation we can increase our intellectual resources and innovation momentum.

We will double our business through creations that contribute to happier, healthier lives

AMBITION
BY 2030

CHF **11** billion in sales

ACHIEVED
IN 2020

CHF **6,3** billion in sales

United Nations Sustainable Development Goals (SDGs)



The fishless wave

Plant-based fish and seafood are expected to become a top global trend, according to research conducted by Givaudan, in collaboration with the University of California, Berkeley.

Givaudan is well known as a leader in plant-based proteins, formulating natural solutions for meat alternative products. With the trend towards meat-free products growing fast, a fishless wave is on the horizon, in which consumers will be able to enjoy the experience of eating plant-based fish and seafood. To fully explore the size and kinds of opportunity for plant-based fish and seafood, Givaudan is collaborating on research with the University of California, Berkeley, and is at the forefront of developing products that mimic a fresh-from-the-sea, holistic eating experience.

Plant-based foods are now mainstream and likely to remain so, as an increasing number of consumers adopt vegetarian or vegan diets, and many others choose a flexitarian or 'casual vegetarian' path. Plant proteins which mimic the full experience of eating fish and seafood, with authentic colour, taste and texture, are a niche in which there is a huge amount of interest from both consumers and the food industry.



At Givaudan, we are exploring the opportunities and innovations that will be game-changing for the industry and our business – and while we are at an early stage, there is a certain sense of urgency. Fish consumption is rising, with consumers eating an average of 20 kilograms of fish each year, while fish stocks are decreasing. Farm-raised fish, or aquaculture, has been seen as one answer and now accounts for about 50% of production, but is a major cause of pollution in water courses.

Sylvain, Givaudan Global Product Manager for Meat Substitutes, Fish and Seafood, explains: “Fish is as popular as ever, and a combination of factors is driving interest in plant-based alternatives. Consumers have a number of ethical, environmental and well-being concerns about fish. They are increasingly aware of how fish and seafood are affected by over-fishing, pollution, and climate change. They also have concerns over the health implications of microplastics and mercury levels in fish and seafood. We see a high level of enthusiasm from the food industry for fish and seafood alternatives, and at Givaudan we are able to bring our expertise in fish and seafood alternatives to bear to create more complete, future-facing food experiences for people around the world.”

The fishless wave may be only just beginning, but at Givaudan, work is advancing to create authentic dishes built around a holistic eating experience that takes into account many factors, including fibrosity, bite and mouthfeel, colour and taste. Whether the end product will be a fish stick, canned tuna, smoked salmon or another dish, the key is in first understanding the behaviour of the plant protein that will be used, an area in which Givaudan has tremendous expertise.

“By understanding the protein base, we can generate specific profiles depending on the protein itself, and work on all aspects of the product,” Sylvain adds. “The goal is to create fish and seafood that not only tastes good, but is a more complete,

As a global leader in the alternative protein space, Givaudan collaborates with the brightest and best minds from across the industry to help tackle the complex challenges of these products.

future-facing food experience. If you think about cooking meat, we only need to add flavour, because the juiciness is already there. But for plant-based food we have to replicate all the characteristics, and each one is important. Take colour as an example: would you eat a salmon alternative if it was not pink?”

Protein sources can range from the more established soy, pea and wheat to emerging varieties, such as chickpea, faba, lentil, seaweed and algae. Givaudan’s technology and expertise allows our experts to tackle the trickier challenges of adapting the protein. The flaky texture of white fish is not easy to mimic, but Givaudan is investigating how advanced texturisation technology can replicate it in an authentic way. Functional ingredients such as gels and starches are also being used to create the feel of fish in the mouth, from a creamy sensation on the tongue to an elastic bite when chewing. Givaudan is exploring a wide range of colours, as well as flavours and masking solutions to balance the taste of plant proteins and introduce a fresh-from-the-sea character. Umami, for example, can enhance the salivation that we would generally experience when eating fish and seafood. To add further complexity to the product, Givaudan experts are working on replicating different cooking cues – smoked, canned, boiled or raw. And a final touch to connect consumers to the idea of fresh fish and seafood is to add ingredients like citrus, herbs and vegetables.

Sylvain concludes: “As a result of the research we can recommend the food industry to target five species which have a positive image with consumers and which face sustainability challenges – salmon, tuna mainly as a canned product, shrimp, crab and white fish, in that order. At Givaudan, we are excited about the opportunities ahead and we see great potential for this niche in the plant protein market.”

United Nations Sustainable Development Goals (SDGs)

Through our approach to plant-based fish and seafood we contribute to solving current sustainability challenges and directly promote SDGs 2, 9 and 12.





Ensuring sustainability for the **future** of perfumery

More and more, consumers are demanding sustainable fragrances in the products they use every day. A strengthened approach allows us to help our customers bring joy to people around the globe with love for nature.

“People from all walks of life increasingly want to enjoy the delight of fragrances produced with care for nature and for the local communities who provide the ingredients,” says Maurizio Volpi, President of Givaudan's Fragrance & Beauty. “Givaudan has always been driven by our love for nature. This is why we are leading the way in making the future of perfume more sustainable and ensuring that our customers can meet the expectations of people everywhere for responsibly produced fragrances.”

With this in mind, in 2020 we put in place solid foundations that improve the ways in which fragrances are designed so that sustainability is at the root of the entire process. Our pioneering Naturality Platform™ has matured and is our guiding star for fragrance design, transforming our ingredients palette and the way we formulate fragrances. In parallel, our Naturals at Origin strategic approach has been reinforced to not only source naturals directly in the country of origin, but also develop and innovate locally.

“The future of perfumery is very exciting as our industry finds new and delightful fragrances which enable more people to live happier, healthier lives without exacting a price from nature or communities involved in supply or production,” continues Maurizio. “With our new design platform and sourcing strategy, we can support our customers in meeting growing demand for sustainable products. This is a perfect fit with our ambition to grow with our customers, and with our purpose to enable more people to live happier, healthier lives.”

The Naturality Platform™ provides tools and information to enable our customers to make better decisions about their future product design, selecting ingredients from renewable sources and which are biodegradable and responsibly sourced. The platform brings about sustainable creation through three pillars: understanding consumers' wishes, designing sustainably, and measuring the impact of formulas on nature.

The initial step is to help our customers gain deep insights into what consumers around the world expect. These insights come from the first pillar, Understanding: Consumer study programmes, and show how significant the trend towards care for nature is.

In the next step, our customers can gain a clear understanding of the market, so that creative teams can invent the right fragrance, and design it to be as sustainable as possible. This takes place under the second pillar, Designing: The Naturality Guide™.



The third pillar, Measuring: The Naturality Index™, helps perfumers to consider the environmental impact of the formula, depending on the ingredients they have chosen, looking at factors such as biodegradability, renewability, carbon footprint and sourcing.

Maurizio adds: “Many wonderful and unexpected solutions are already emerging from the platform, from fine fragrances to personal care fragrances and fabric care. Feedback from our customers is that it helps them to anticipate and exceed consumers' wishes.”

Complementing the Naturality Platform™ is Naturals at Origin, the sourcing strategy supporting our label Orpur®. Building on our history of responsible sourcing, it limits environmental impact, brings progress to farmers, producers and the local communities they live in, and ensures a sustainable supply of precious natural ingredients.



With our new design platform and sourcing strategy, we can support our customers in meeting the growing demand for sustainable products. This is a perfect fit with our ambition to grow with our customers, and with our purpose to enable more people to live happier, healthier lives.

We now source 80% of the natural ingredients we use directly from the country of origin through our own network. This strategy comes after we have already added around 100 new natural ingredients into the perfumery palette in the past few years and will pave the way for many more.

As Maurizio concludes, our strategy helps to ensure the future of sustainable fragrance ingredients and perfumery itself: "Givaudan has always led the way in protecting and developing natural ingredients with the future of perfumery in mind. We are committed to being a force for good in the lives of the communities who produce our ingredients. Our approach brings us close to the fields, which means we can innovate to enrich the perfumers' palette in a responsible way. As a result, we can increase our capability to create nature-conscious fragrances – supporting our customers to meet the growing demand for sustainable products."

United Nations Sustainable Development Goals (SDGs)

Our Naturality Platform™ allows us to take into account various sustainability aspects when designing fragrance innovations, contributing specifically to SDGs 12, 13 and 15.



Nature

Let's imagine together that we show our love for nature in everything we do.

OUR ROADMAP TO GET TO CLIMATE POSITIVE

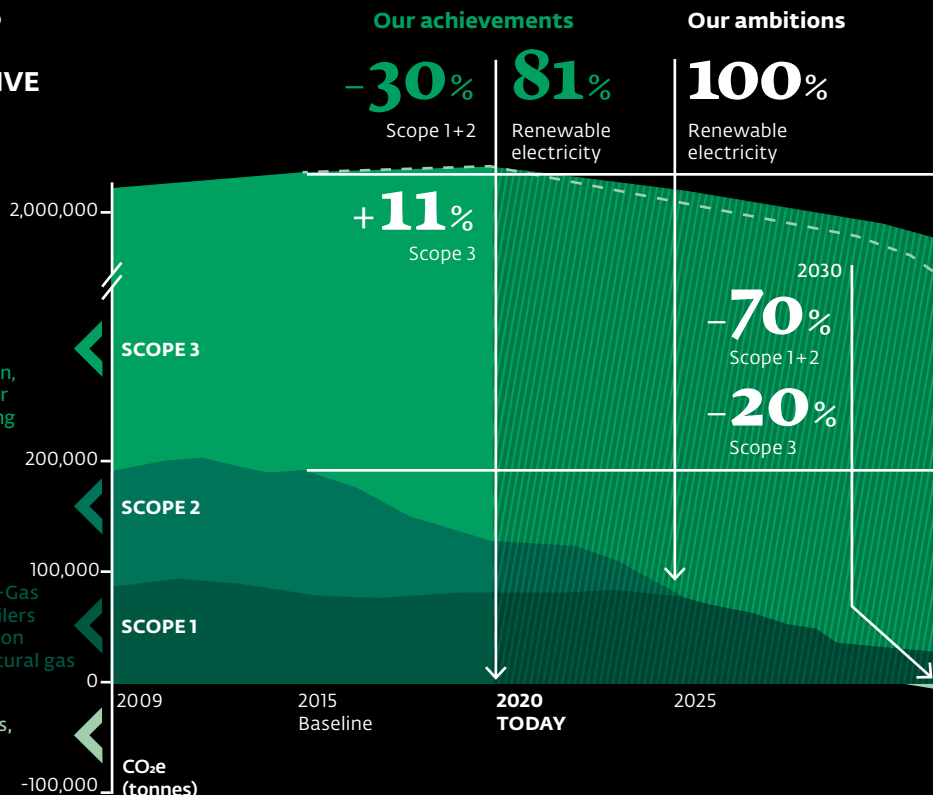
Examples of actions

Formulation, innovation, supplier improvements, ingredient portfolio, mobility solutions, packaging, transportation, reducing air travel and air travel emissions offsetting

Renewable electricity: solar, wind, geothermal
Eliminate: coal, fuel, natural gas

Renewable energy: Bio-Gas certificates, convert boilers to biomass, electrification
Eliminate: coal, fuel, natural gas

Carbon storage solutions: planting trees, carbon capture in soils, ecosystem restoration



Our achievements

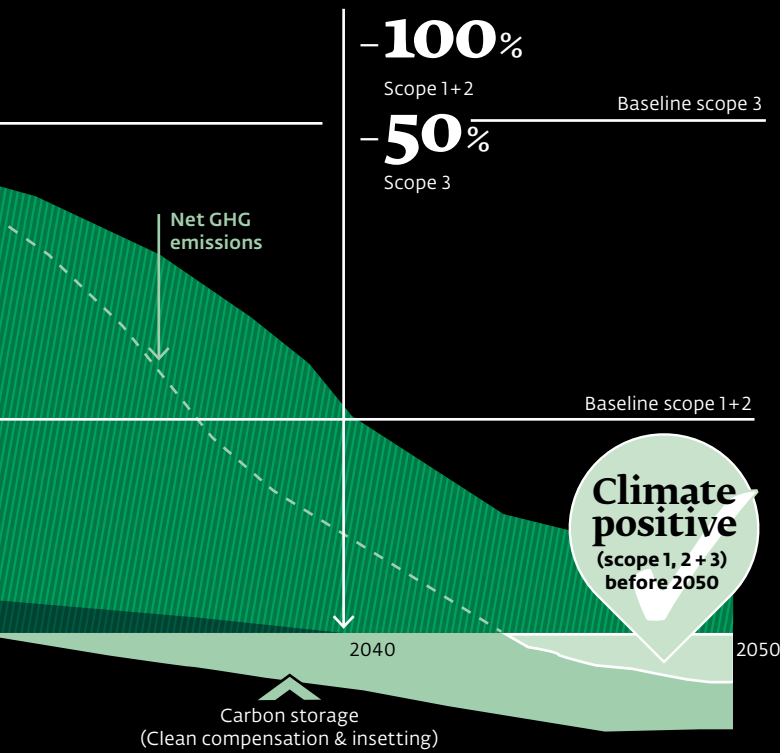
-30%
Scope 1+2

81%
Renewable electricity

Our ambitions

100%
Renewable electricity

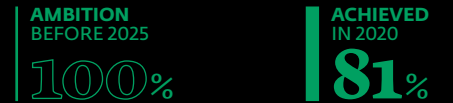
The climate crisis highlights an urgent need to accelerate action. We are proud to be on the journey towards being climate positive and to be working with our teams, customers, suppliers and partners to help realise this bold ambition. Being climate positive means going beyond net-zero: removing more greenhouse gases (GHG) from the atmosphere than we put in. To achieve this, we need to tackle our GHG emissions throughout our supply chain. Our targets are aligned with the Science Based Targets Initiative and the UN's Business Ambition for 1.5°C.



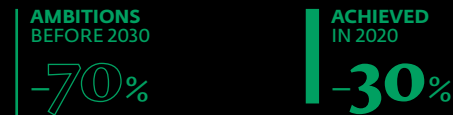
We intend to be a role model in water stewardship by working to protect water-dependent ecosystems and encouraging the sustainable use of water resources.

Willem Mutsaerts, Head of Global Procurement and Sustainability

Our RE100 commitment of 100% renewable electricity¹



Our operations carbon emissions



BEFORE 2040
Our operations will be climate positive.

AMBITION BEFORE 2030

We will replace single-use plastics with eco-friendly alternatives across our sites and operations.

Our supply chain carbon emissions



BEFORE 2040
-50%
BEFORE 2050
Our supply chain will be climate positive.

United Nations Sustainable Development Goals (SDGs)



1. In 2020 we achieved 81% renewable electricity, of which 76% is inline with the most recent RE100 criteria.

Putting our ingredients under the microscope as part of our **climate** **action**

Achieving our ambitious climate target means identifying where we can make the most significant reductions in emissions. As our factories progressively become net zero emitters, we need to put a strong focus on scope 3 emissions in the value chain of our Company, including those generated by the ingredients we use.

In our journey to become climate positive, we look at both how to reduce emissions and increase carbon storage along our supply chain. In our natural raw materials supply chain, one important lever is the promotion of a more sustainable and efficient use of land, along with restoring ecosystems through regenerative agriculture practices.

Understanding land use is key to climate action

Land use change and rapid intensification of agriculture have contributed to desertification, degradation of soil and deforestation, and ultimately helped to accelerate climate change. Increasingly, climate scientists are focusing on healthy land to combat climate change, as both fertile soil and natural ecosystems have the ability to store carbon, reducing the amount of greenhouse gases in the atmosphere.

Around the world, there is a growing focus on using land more wisely, balancing human needs and what nature can sustain, as well as on the interconnectedness of land and climate change. Givaudan sees the increase in sustainable land use as an indicator of our progress in reducing scope 3 emissions, which covers all indirect emissions that occur in the value chain of our Company.

Using land more sustainably is one way we develop a more sustainable palette for our creations and is essential to responsible innovation.

Sandra, Global Head of Environmental Sustainability, explains: "Scope 3 accounts for more than 93% of our emissions, with around 46% from the natural raw materials we use in our creations. This is why we are constantly putting our ingredients under the microscope. Scope 3 emissions are a very complex area, so we work with internal experts and external partners to constantly refine our understanding of these emissions' sources and the best actions. We look at the full picture of our ingredients supply chain and identify optimal solutions and roadmaps for responsible innovation, making the best use of our learnings and discoveries."

Understanding carbon is essential

Carbon atoms are the universal building blocks of life, and the vital role they play in our industry is at the centre of our FiveCarbon Path™ and biotechnology processes. Givaudan employs green chemistry methods for efficient carbon use, meaning that all carbon atoms in the bio-based starting material end up in the final product, resulting in zero carbon waste and thus limiting carbon emissions.

Ambroxif, a long-lasting, amber-scented molecule and one of the most widely used biodegradable perfume ingredients, is an example of our breakthrough technology to meet the demands of our industry and consumers' expectations. The new biotechnology, starting by fermenting sustainably sourced sugar cane, allows us to make one kilogram of product using 100 times less land than the old method, which relied on an ingredient from the clary sage plant. Ambroxif is biodegradable and 100% naturally derived while maintaining 100% renewable carbon.

Laurent, Global Environment Sustainability Manager, says: "We knew the fundamental benefits of this new biotech route and that it would help ease pressure on land. Now we are also gaining a good understanding of how important a part it can play in cutting scope 3 emissions over the long term. Using 100 times less land is very significant for our climate positive journey, and we are now working to quantify the reduction in emissions and more importantly understand how this can inspire other innovations."

Challenges and opportunities ahead

Work is under way to build an inventory of all the key drivers of our naturals value chain emissions, such as use of fossil fuel during extraction processes, use of mineral fertilisers, and land use change. Givaudan has also set up a dedicated working group to explore the breadth and depth of the challenges and the related opportunities and solutions in reducing these elements of our scope 3. Laurent adds: "While we know that the task ahead is a challenging one, it will also bring very diverse opportunities for Givaudan to leverage our innovation capabilities and expertise to reduce scope 3 emissions. Our goal is to innovate in ways that recognise land use as an opportunity to create an extraordinary carbon sink, which will help combat and mitigate climate change."

United Nations Sustainable Development Goals (SDGs)

We put a strong focus on sustainable land use and sourcing of our natural ingredients in order to become climate positive across our value chain, so contributing significantly to SDGs 13 and 15.



People

Let's imagine together that Givaudan is a place where we all love to be and grow.

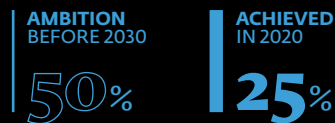
We are best equipped to achieve our business goals through a sense of unity and a workplace where all our employees love to be and grow.

AMBITION BEFORE 2025
We will reduce our total recordable injuries cases by 50%.

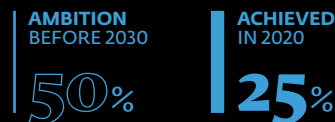
AMBITION BEFORE 2025
We will improve how we care for all of our people by offering everyone on our sites access to mental and physical health initiatives, tools and training.

AMBITION BEFORE 2025
We will be rated among the leading employers for inclusion globally.

Senior leaders to be women



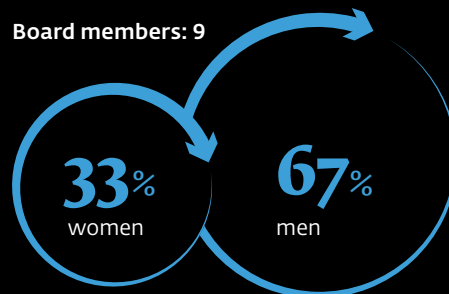
Senior leaders from high growth markets



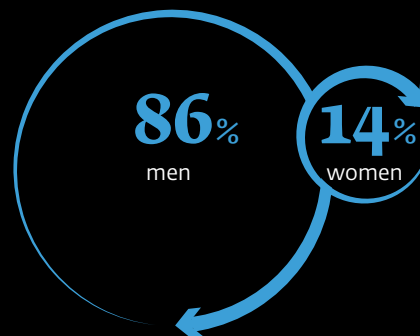
United Nations Sustainable Development Goals (SDGs)



Board members: 9



Executive Committee members: 7



Reaching new heights: LTI-free sites set the pace

Our sites have come a long way from 1.03 LTIR in 2009 to 0.25 in 2020, and our achievements across our sites around the world reflect our success in having good behavioural safety. There are many examples of achievements in this area in Givaudan, but here is a small selection of success stories from different regions of the world.

LAKELAND, FLORIDA, USA

A behaviour-based safety programme has been central to lowering health and safety risks on site and achieving eight years without an LTI.



NANTONG, CHINA

A positive safety culture has been promoted since production started in 2015, with over 1.2 million hours of work without an LTI.



PEDRO ESCOBEDO, MEXICO

Consistent engagement by the leadership team has accelerated a good health and safety culture. This, together with empowering employees to act, has resulted in five years of work without an LTI.



POMACLE, FRANCE

A real turnaround has been achieved through focused efforts to improve safety behaviour at the site. From eight LTIs in 2015 to four in 2016, three in 2018 and 0 in 2019 and 2020 – a success story indeed.







Caring for our people during the crisis

Caring for employees is a key pillar of our purpose. When the COVID pandemic hit in early 2020, this took on a new urgency, and we are committed to continuing to put our people first.

One fundamental part of our purpose is improving how we care for our people. From the beginning of the COVID-19 pandemic in China, we focused on making sure our people were safe and had the necessary guidance to help them adapt. As it spread, we set up a dedicated crisis team to care for people working in different situations.

A first priority was ensuring safety for those whose critical roles meant they needed to be on-site at our production sites and labs. Production employees not only fulfil our vital role in the food chain, they also produce ingredients for pandemic-critical hygiene products. Hygiene at sites was increased, and

ways of working were changed to do everything we could to prevent coronavirus transmission, such as splitting employees into smaller teams and minimising interaction through managing the flow of people. We also enabled as many people as possible to work from home and gave guidance on how to stay physically and mentally healthy while working remotely. Business travel was halted, and meetings with external partners were severely limited.

In April, we deepened our activities to help employees deal with the enormous stress, anxiety and uncertainty of the pandemic. Two corporate initiatives, Happier Healthier You and Happier, Healthier Habits, provided advice on all aspects of employees' wellbeing and fostered virtual connections between colleagues. Local campaigns sprung up across the world. Employees in the Netherlands were invited to join an outdoor walking challenge for charity in virtual teams, aiming for 10,000 steps a day. Barbra, Quality Lab Team Lead, appreciated connecting with others: "I enjoyed being part of a team with colleagues who I didn't know or had never spoken to," she says.

The session really impressed me – I had never thought that 'happiness' could start with a small change.

Angela, Quality Control Manager

In China, the local team ran workshops to help employees develop a growth mindset, which brought both personal and business benefits. Seeing challenges in a different light was one helpful outcome. As Angela, Quality Control Manager, describes it: "I was able to see how to change the way I felt about 'failure' and reframe it as a way of learning and growing. The session really impressed me – I had never thought that 'happiness' could start with a small change."

A virtual yoga programme for employees and families at our sites in India recognised that relatives' wellbeing is equally important in helping employees keep positive and achieve better work-life balance. And virtual salsa dance classes were organised for those working in the application and creations labs in Punto Planco to create a good mood as people were anxious about returning to work after the pandemic hit Mexico City.

Many other employees became involved in the Company-wide conversation about health and wellbeing after senior leaders shared their own experiences. It was a reminder of our collective responsibilities and to make personal commitments to reach out to those who are struggling.



TOP A 'Happier, Healthier Habits' webinar with Mark Joseph from Mindful Revolution.

BELOW Yoga for physical and mental wellbeing.

More than 1,700 employees from 23 countries also joined Healthy Home Working, a webinar available in different languages. As John, Head of our Environment, Health and Safety Field Organisation, says: "Increasing the number of people working remotely has been the way to protect all of us, and so it's essential employees have a safe and comfortable home office and learn how to stay connected with colleagues. The Healthy Home Working training has been incredibly valuable and successful in helping us all adjust."

Throughout 2020, we continued running regular surveys to listen to our employees, enabling us to find ways to provide more support. With this sudden shift to remote work, stress from COVID-19 and extended isolation, it was critical to ask



LEFT 'Happier, Healthier You' video series – in conversation with Simon Halle-Smith, Head of Global Human Resources and EHS, Anne Tayac, Head of Givaudan Business Solutions and Louie D'Amico, President of Taste & Wellbeing.

From a business perspective, this reduced stress and other illnesses, helping people stay more productive and take less time away from work.

Throughout 2020, our IT organisation made enormous efforts to support home working and to keep our entire business connected. They ensured that teams had the proper digital tools to stay in touch, fostering teamwork and enabling managers to easily reach out to team members and create a sense of unity and motivation.

Simon Halle-Smith, Head of Global HR, reflects: “When we launched our purpose in 2019, our goal was to nurture a place where we all love to be and grow. This unifying ambition in a year of unprecedented challenges drove us to care for our people in many different ways and our positive experiences will give us confidence as we face new uncertainties together in 2021 and beyond.”

and understand people’s needs. People were encouraged to take part in many types of virtual learning and development, with online courses on a wide range of business and personal development topics, including how to motivate teams and cultivate inclusion remotely.

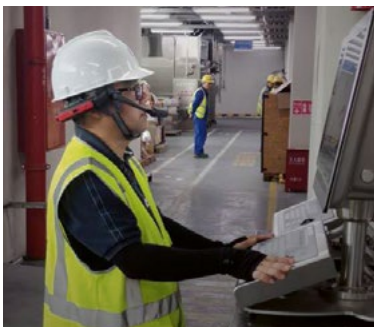
In October, we launched a global Employee Assistance Programme (EAP) to help employees get support confidentially with any problem that might affect their health, wellbeing and work. An online help point, in over 200 languages, was opened 24/7, along with telephone advice from local consultants.

United Nations Sustainable Development Goals (SDGs)

A top priority in our COVID-19 response has been protecting our employees, ensuring a safe working environment and promoting health and wellbeing, contributing specifically to SDGs 3 and 8.



Innovation and technology help protect us all



The crisis has boosted our innovation, helping us to change ways of working, protect and care for our people, and improve our business. One good example was the installation of new equipment at our Changzhou site in China, our largest capital expenditure project of 2020.

Previously, European expert technicians would have travelled to carry out the complex work. During the pandemic, our teams faced the challenge of carrying it out

remotely – something we had never done.

Our engineering Centre of Expertise identified e-glasses as a technology solution. Worn by employees on site, the e-glasses fed back images to the experts who were able to guide the installation from afar. We're now looking at how we can harness the benefits of this technology more widely to work remotely, keep our people safe, improve ways of working and reduce environmental impact.

Communities

Let's imagine together that all communities benefit by working with Givaudan.

As a global business, we seek to develop and maintain a strong network of suppliers to respond to increased consumer demand for more sustainable, healthier and differentiated products.

We want to source materials in ways that preserve the environment and stimulate the development and wellbeing of communities from which we source.

AMBITION BY 2030

We will source all materials and services in a way that protects people and the environment.

TOTAL NUMBER OF SIGNIFICANT
SUPPLIERS IDENTIFIED

400

KEY RAW MATERIAL SUPPLIERS
REGISTERED WITH SEDEX

334

TOTAL PERCENTAGE OF SUPPLIERS
ASSESSED TO DATE

82%

SUPPLIER COMPLIANCE RATE

85%

It is important that we have a positive impact on the communities from where we source our raw materials as well as on those around our factories and sites.

We can do this through local community initiatives, by using the latest technologies to manage our environmental impact on communities' air, water, and noise and odour aspects, and by working with farmer communities to reduce their fuelwood consumption in, for example, patchouli and ylang ylang growing areas.

Employees have the opportunity to play a part in supporting local communities and our producer communities.

AMBITION BY 2030

We will improve the lives of millions of people in communities where we source and operate.

BENEFICIARIES OF COVID-19 COMMUNITY FUND

94,000

GREEN TEAM MEMBERS

500

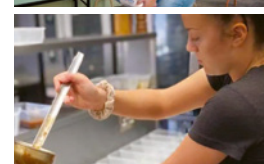
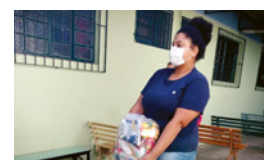
United Nations Sustainable Development Goals (SDGs)



15,852 employees as a force for good



Supporting the communities in which we source and operate took on a new importance in 2020. Saulo, Head of Delivery Excellence, Givaudan Business Solutions, shares how the pandemic helped accelerate and extend our efforts.



"Our Company and our employees are passionate about the ambition of making sure that all communities benefit by working with us. Before the pandemic began, we had committed to improving millions of lives in the communities in which we source and operate. COVID-19 brought a new sense of urgency and focus to this purpose.

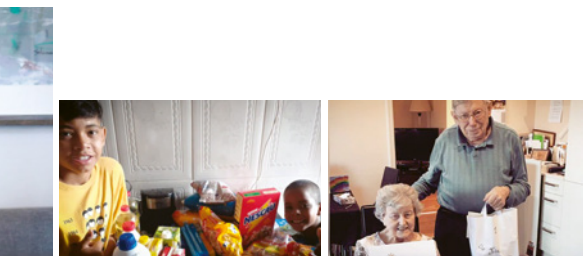
As countries went into lockdown, we responded swiftly to the pressing need for hand sanitiser for medical, community and front-line workers. We began production to contribute to the global effort, including opening a new, dedicated line at our site at Vernier in Switzerland.

Givaudan then quickly set up a COVID-19 Communities Fund, contributing over CHF 1 million. I have been fortunate enough to support the organisation in identifying urgent cases which would benefit from the fund, alongside my role of leading the Givaudan Business Solutions Delivery Centres. The idea was for employees who are on the ground in the community to take the

lead, identifying where vulnerable communities struggling to weather the storm needed help or protection, and then acting quickly. Through the fund, we have supported 137 communities in 69 locations, benefiting about 94,000 people.

The focus was on providing food, medical and other supplies or expertise. In Brazil, for example, employees were concerned about local people who were already living on low incomes before the pandemic, and how lockdown would impact them. They decided to provide regular deliveries of fresh and nutritious food to families in great need. In Vietnam, employees wanted to make sure disadvantaged children could continue in school and supported their families to make it possible.

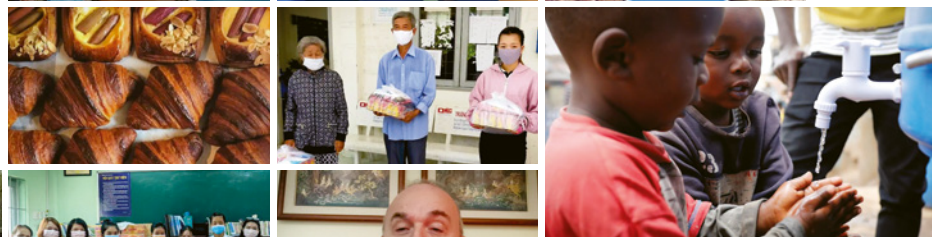
Across the Company, many projects made a real impact on local communities. It inspired us to think about how we could build on the quick, targeted help and enable communities to bring about permanent and sustainable change themselves. This was the catalyst for Purpose Live!, a social innovation challenge.



LEFT The global Givaudan community is large and together we can improve millions of lives. This montage captures some of these efforts during 2020, and you can watch a video of employee testimonials at www.givaudan.com/our-company/about-givaudan/our-purpose/our-covid-response



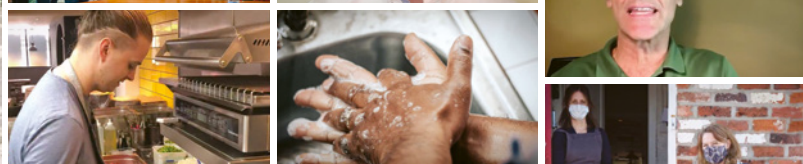
create a colour-changing soap which encourages children to wash their hands for longer. The technology, which will be piloted in Brazil, will not only improve hygiene long-term, but may well also offer a business opportunity.



What we also see is that a very large number of people working at Givaudan want to contribute to community needs. But often, they do not know where to begin or how much time they can give out of their working day. Our experience with Purpose Live! gives a strong signal of how we are empowered to identify causes and contribute where we can make a difference, and will help employees make our purpose part of their everyday working lives.



Purpose Live! is a path to innovation with social responsibility which is good for employees, good for communities and good for our business.



In 2021, we will scale up Purpose Live! through a global community network to foster connections between employees and give them the information they need to start. In this way, anyone who wants to contribute will be able to do so. We will explore how we can look more deeply into communities' needs and together create solutions aligned with our purpose goals and our strategy.



The first step was inviting 'intrapreneurs' to come up with ideas. We encouraged people to think big about using our core business expertise. It eventually involved 156 employees from 47 locations who have crafted sustainable business solutions to support communities in need in the areas of nutrition, sanitation and hygiene, mental health and income generation.

More than 400 ideas came out of the first meetings, with 15 tangible projects now under way. One employee group, for example, decided to repurpose used, one-tonne packaging containers to provide basic facilities for schoolchildren in India who had nowhere to wash their hands. The idea is to instil permanent hygiene habits and reduce waste long-term. Another team is working with partners on a sustainable technology to

The Givaudan community is large and together we are able to improve millions of lives. I personally find that Givaudan's purpose is strongly connected to my own purpose to take responsibility for – and make an impact on – the world's big problems, a feeling which is echoed across our business."

United Nations Sustainable Development Goals (SDGs)
We support local communities through numerous employee initiatives that contribute to SDGs 2, 3, 6 and 8.



Key figures

SUSTAINABLE PERFORMANCE REVIEW

For the year ended 31 December In millions of Swiss francs, except for environmental and social data	2020	2019	Percentage change
Economic			
Group sales	6,322	6,203	1.9%
Like-for-like sales growth	4.0%	5.8%	
Gross profit	2,659	2,530	5.1%
as % of sales	42.1%	40.8%	
EBITDA ¹	1,397	1,275	9.6%
as % of sales	22.1%	20.6%	
Operating income	996	920	8.3%
as % of sales	15.8%	14.8%	
Income ²	743	702	5.9%
as % of sales	11.8%	11.3%	
Operating cash flow	1,133	1,136	(0.3%)
as % of sales	17.9%	18.3%	
Free cash flow	811	787	3.0%
as % of sales	12.8%	12.7%	
Total assets	10,658	10,396	2.5%
Net debt	4,040	3,679	9.8%
Leverage ratio	50%	47%	
Share price as of last trading day of December (CHF)	3,730	3,031	23.1%
Cash dividend ³ (CHF)	64	62	3.2%
Earnings per share – basic (CHF)	80.59	76.17	5.8%
Environmental⁴			
Absolute GHG Emissions scope 1 + 2 ⁶	(30%)	(19%) ⁵	
Water efficiency ⁷	(31%)	(28%)	
Waste efficiency ⁸	(14%)	(8%)	
Renewable electricity	81%	75%	
Social			
Number of employees as at 31 December (FTE)	15,852	14,969	5.9%
Women in total work force	39%	39%	
Women in senior management	25%	26%	
Turnover rate	9%	10%	
Lost time injury rate	0.25	0.22	4.5%
Main direct suppliers assessed via SEDEX	82%	80%	

1. EBITDA defined as Earnings Before Interest (and other financial income (expense), net), Tax, Depreciation and Amortisation, corresponds to operating income before depreciation, amortisation and impairment of long-lived assets.

2. The income is 100% attributable to equity holders of the parent.

3. 2020 dividend subject to shareholder approval at the AGM on 25 March 2021.

4. 2020 figures are for new 12-month reporting period: Q4 2019–Q3 2020.

5. Assured 2019 figures and restated in 2020.

6. Compared to baseline year 2015.

7. Municipal and groundwater (m³) per tonne of production, compared to baseline year 2009.

8. Tonnes of incinerated and landfill waste per tonne of production, compared to baseline year 2015.

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

Our reporting suite

The 2020 Integrated Annual Report offers a holistic explanation of our value creation, financial and non-financial capitals and performance.

The full Governance, Compensation and Financial reports are available in one PDF. The GRI Sustainability Report features disclosures on a wide range of topics such as energy use,

diversity in the workplace, anti-corruption and human rights. Our website hosts the online Integrated Annual Report. Readers are advised to consult our entire reporting suite to get a complete overview.

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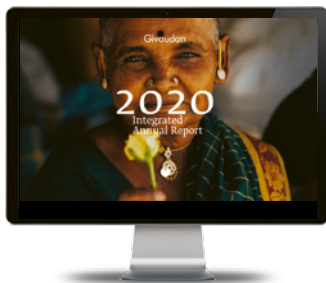
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2020 Governance, Compensation and Financial Report

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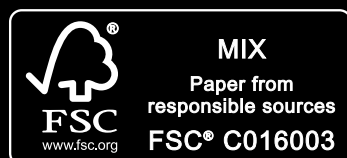
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