



Strategy for
Robertet's
Growth Potential



ROBERTET
GROUPE

01

Robertet to (re)discover



Key Corporate Figures 2023

#1 WORLD LEADER IN NATURAL RAW MATERIALS

*without Mint & Citrus

2 400+ EMPLOYEES WORLDWIDE*

1 700+ BOTANICAL EXTRACTS SOURCED FROM

60 COUNTRIES

32 INDUSTRIAL SITES &

80 SALES OFFICES WORLDWIDE

55 CERTIFIED SUPPLY CHAINS

14 CREATIVE & PRODUCTION CENTERS
AROUND THE WORLD



Key Financial Figures 2023

+10,6% OF AVERAGE EBITDA GROWTH
SINCE 2019

18,1% OF AVERAGE EBITDA MARGIN
BETWEEN 2019 AND 2022

721 MILLIONS € FOR TURNOVER 2023

REPRESENTING **+2,6%** GROWTH ON AN IFRS BASIS
AND **+4,4%** ON AN ORGANIC BASIS

+3,9% OF AVERAGE ORGANIC GROWTH
SINCE 2019

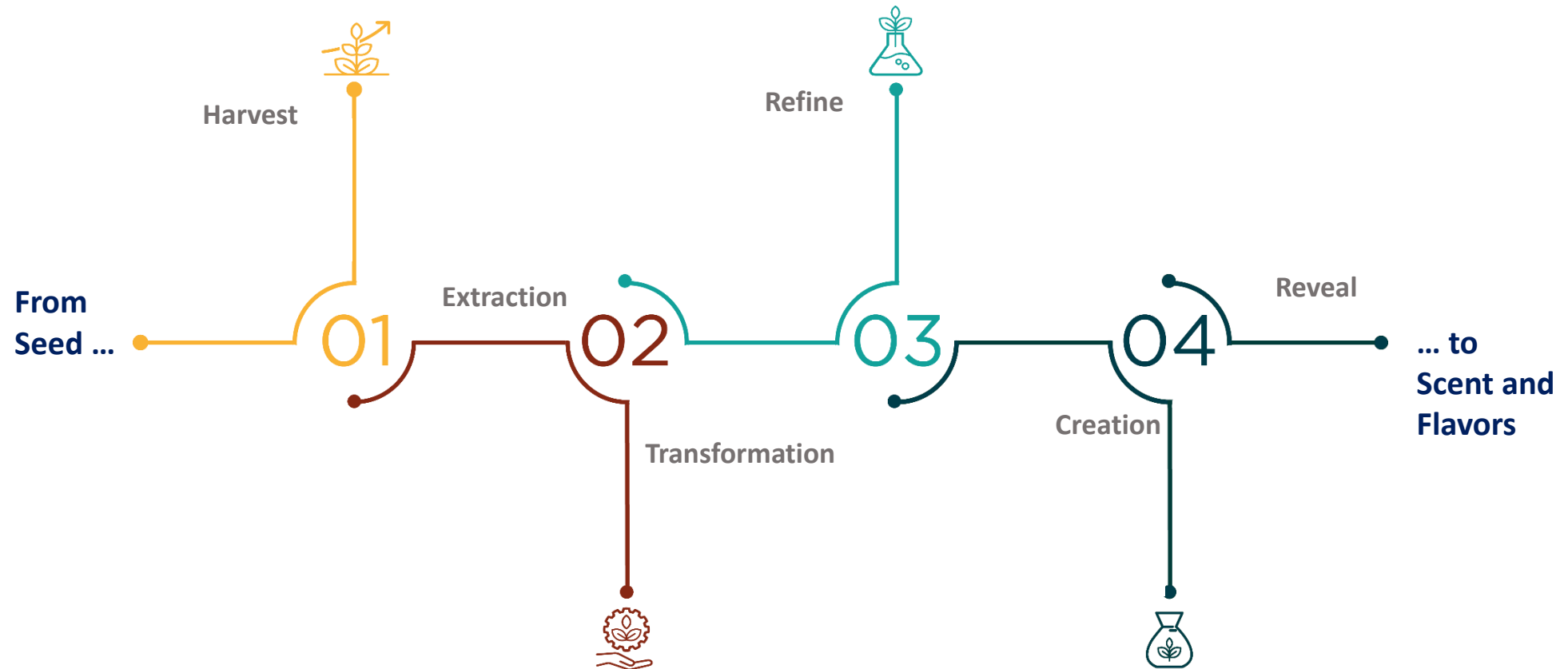
8% OF TURNOVER INVESTED IN R&D



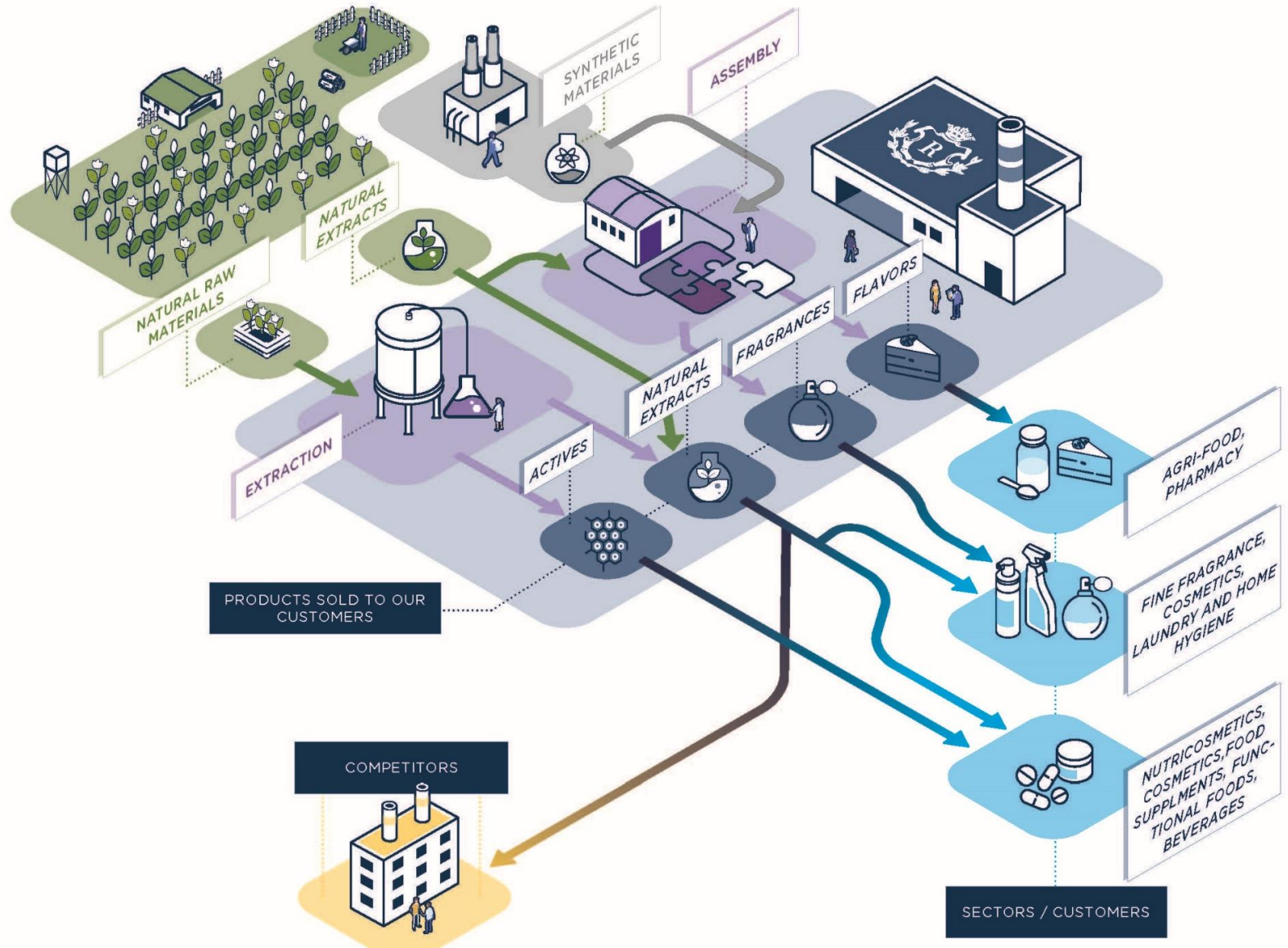
A «Seed to Scent™» Business Model

Over 170 years of expertise in natural ingredients.

Robertet integrates all stages of the creative process to be the natural partner for fragrances, flavors, health, and beauty actives.



A unique Business Model



02

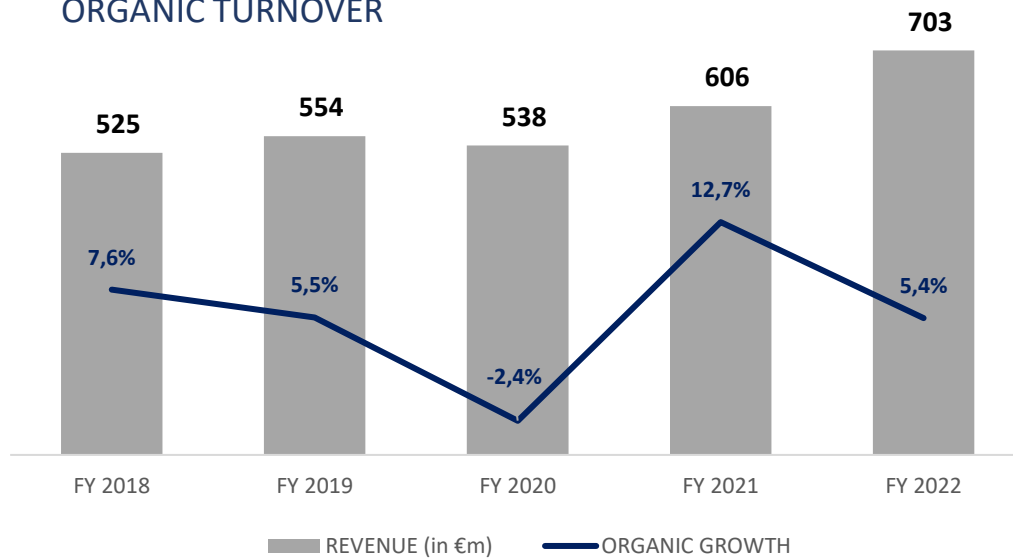
Financial Highlights



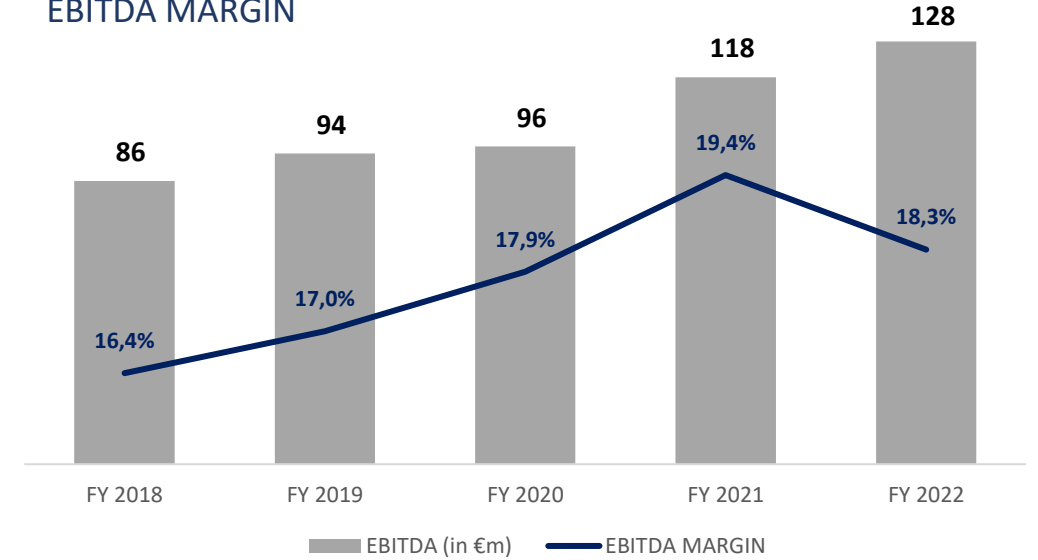
ROBERTET
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Robust financial performance for the last 5 years

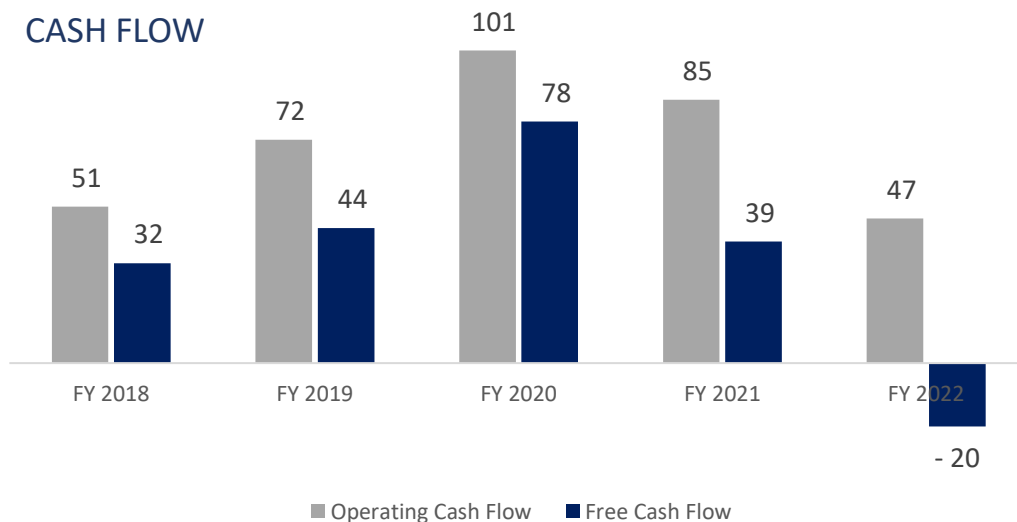
ORGANIC TURNOVER



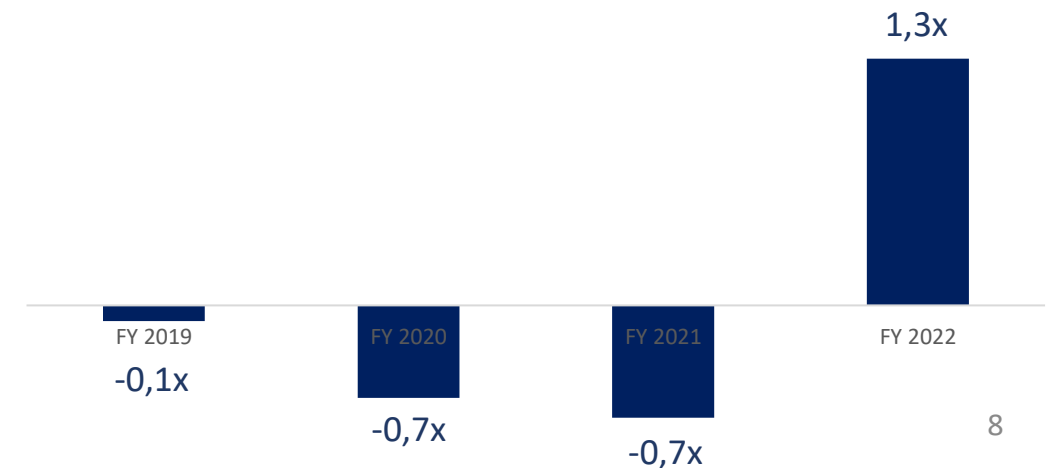
EBITDA MARGIN



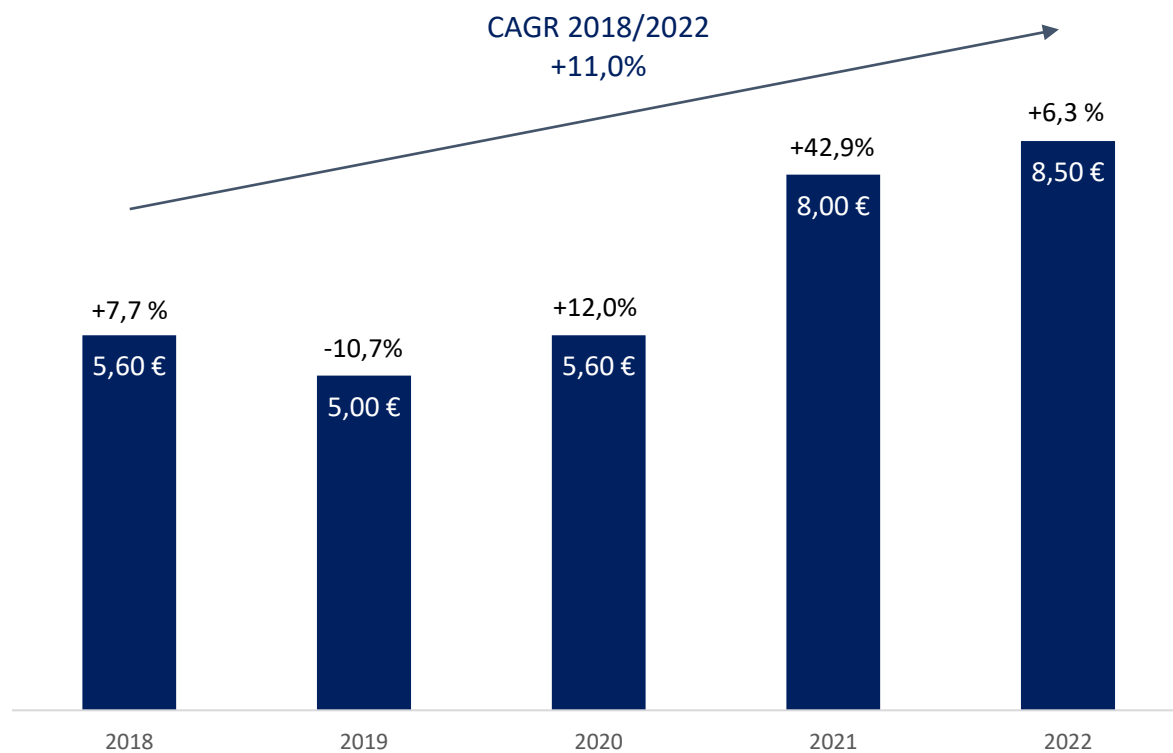
CASH FLOW



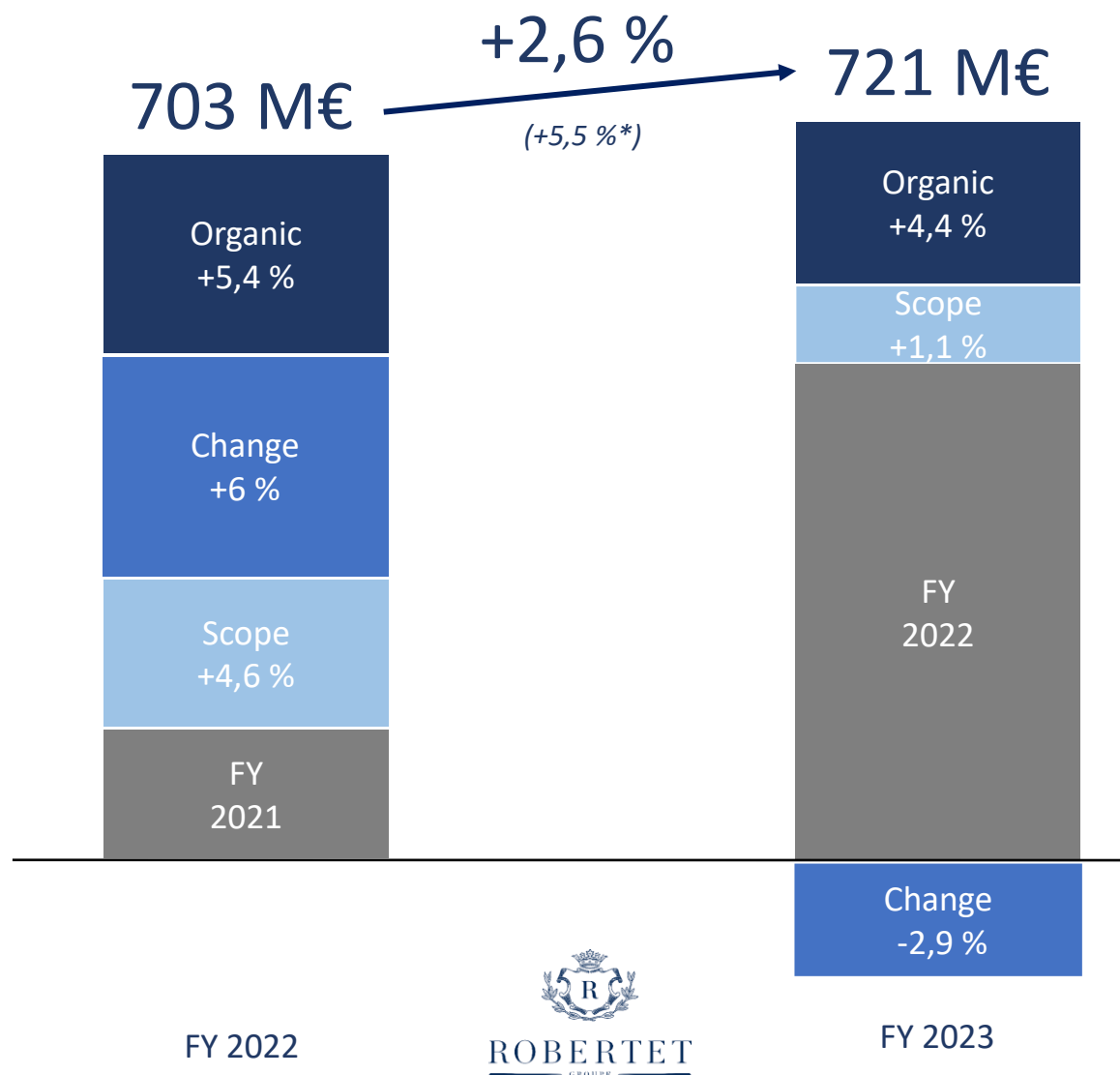
NET DEBT TO EBITDA



Dividend growth aligned with business performance

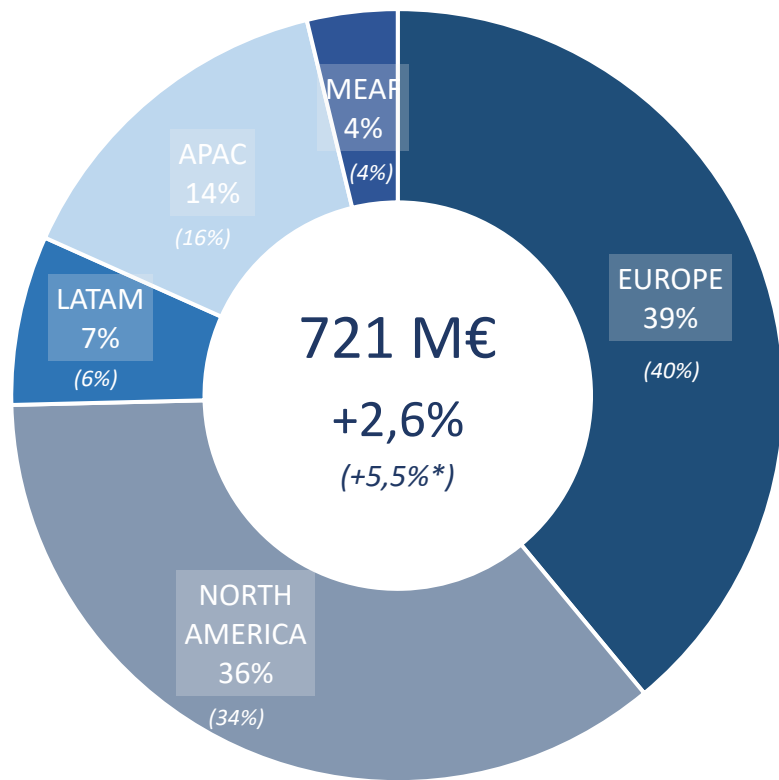


Solid performance mainly driven by organic growth

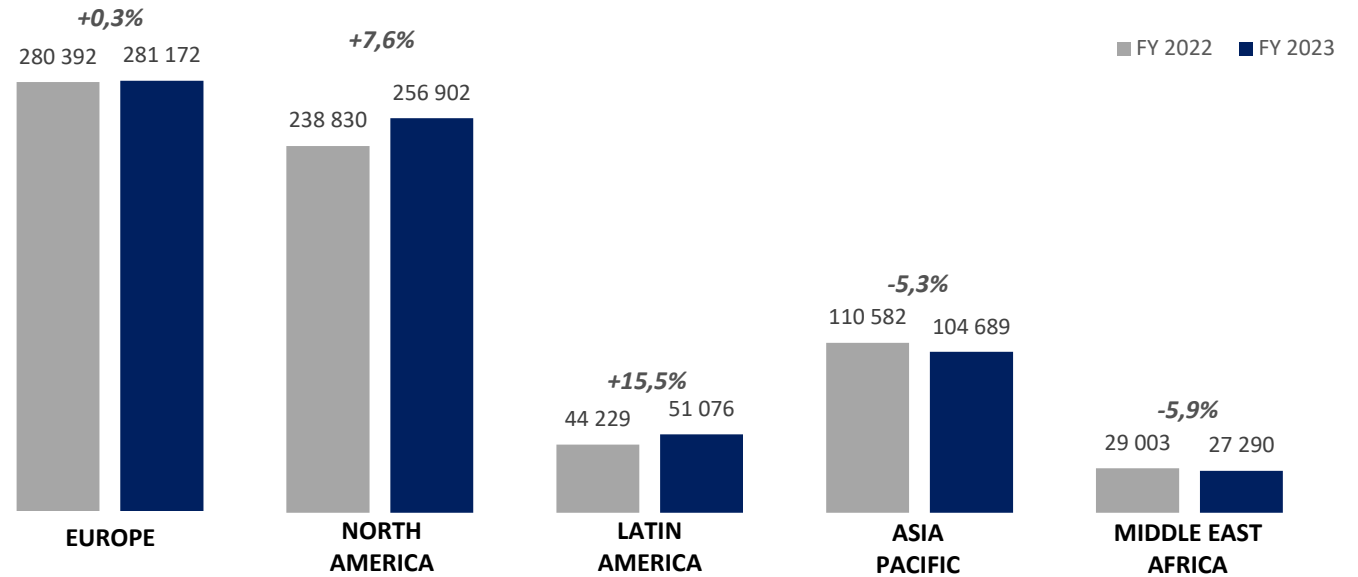


* With comparable exchanges rates

A balanced geographical revenue mix

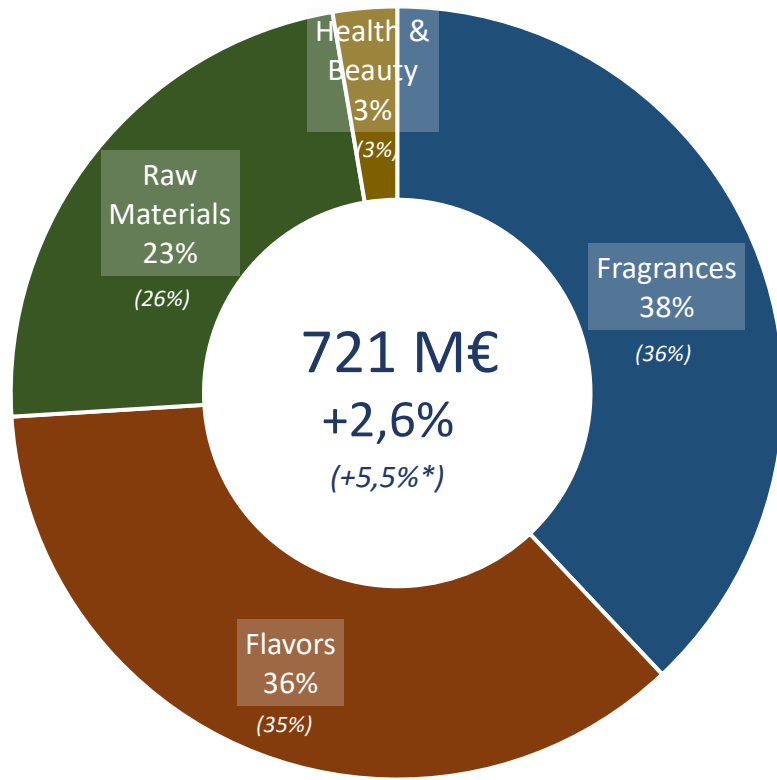


(vs. 2022 Data)

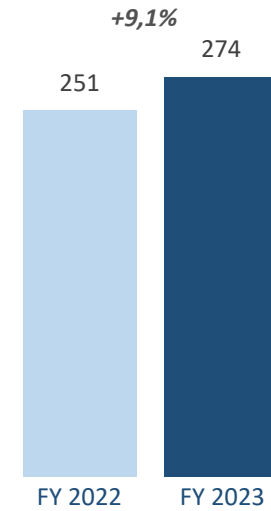


* With comparable exchange rates

Organic growth across all divisions except Raw Materials



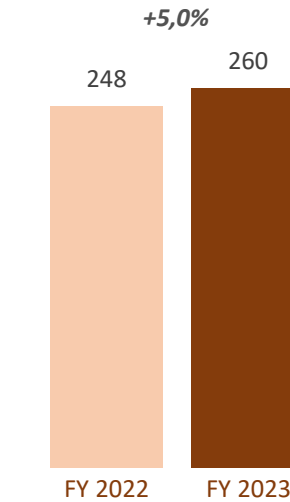
(vs. 2022 Data)



FRAGRANCES



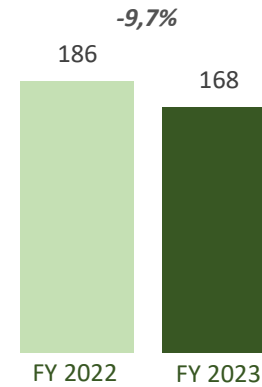
35% FINE FRAGRANCE
33% PERSONAL CARE
32% HOME CARE



FLAVORS



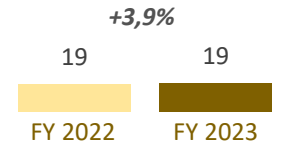
51% BEVERAGE
26% DAIRY
14% SWEET
5% PHARMA
4% SAVORY



RAW MATERIALS



40% COMPETITORS
35% FRAGRANCE END USERS
25% AROMATHERAPY



HEALTH & BEAUTY



50% BEAUTY FROM WITHIN
45% HEALTH
5% COSMETICS

* With comparable exchange rates



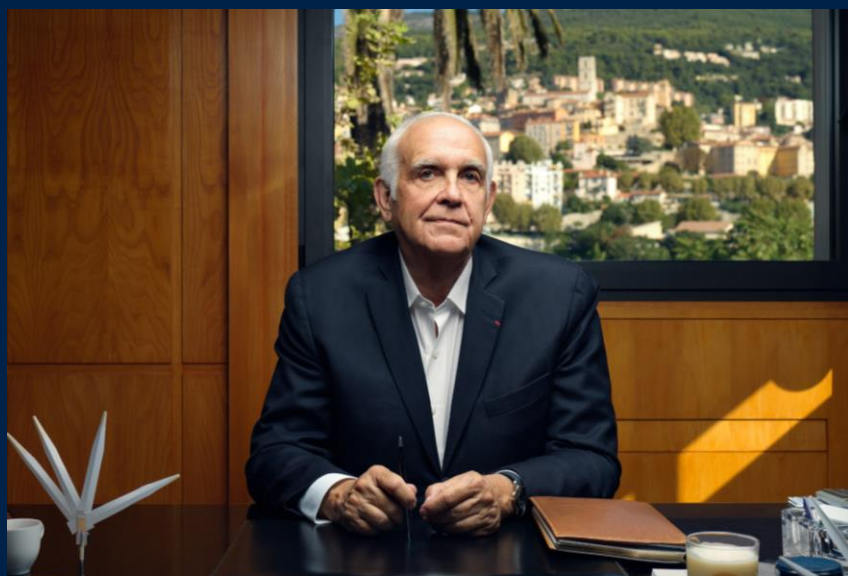
03

Key Highlights 2023



ROBERTET
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Enhanced governance - New Directors



PHILIPPE MAUBERT
Chairman of the Board of Directors



CHRISTOPHE MAUBERT
Vice President
Member of the CSR Committee



CATHERINE CANOVAS
Member of the Audit Committee



COLETTE ROBERT
Chair of the Compensation Committee
Chair of the CSR Committee



ISABELLE DE CREMOUX
Member of the Audit Committee



LUCIE MAUREL-AUBERT
Member of the Compensation Committee
Member of the CSR Committee



ALAIN MOYNOT
Chairman of the Audit Committee



ELIE VANNIER
Representative of **MAUBERT S.A.**

Enhanced governance - New Executive Leadership team



JÉRÔME BRUHAT
Chief Executive Officer



CHRISTOPHE MAUBERT
Director Fragrance Division



OLIVIER MAUBERT
Director Flavor &
H&B Divisions



JULIEN MAUBERT
Director Raw Materials
Division



ARTHUR LE TOURNEUR D'ISON
Chief Growth Officer



HERVÉ BELLON
Chief Operating Officer



ISABELLE PARDIES
Chief Financial Officer



STÉPHANIE GROULT
Director Purchasing



CATHERINE GADRAS
Director Regulatory Affairs
& Product Safety



JEAN-DANIEL DOR
Director of New Projects



EUGÉNIE COSSART
General Counsel



CLÉLIA REVINCI
Head of Corporate
Communication & Digital



GUILAUME CASTEL
Chief Information Systems
Officer



ROBERT WEINSTEIN
Director North America

Enhanced geographical Management



Acceleration of growth strategy with two acquisitions

February 2023

AROMA ESENCIAL

A producer of high-value materials for perfumery

High quality ingredient

Prestigious clients

Unique know-how

Top quality industrial tools

Large available capacity



December 2023



An important local flavors creator and producer

Established family business

Blend of international and top clients

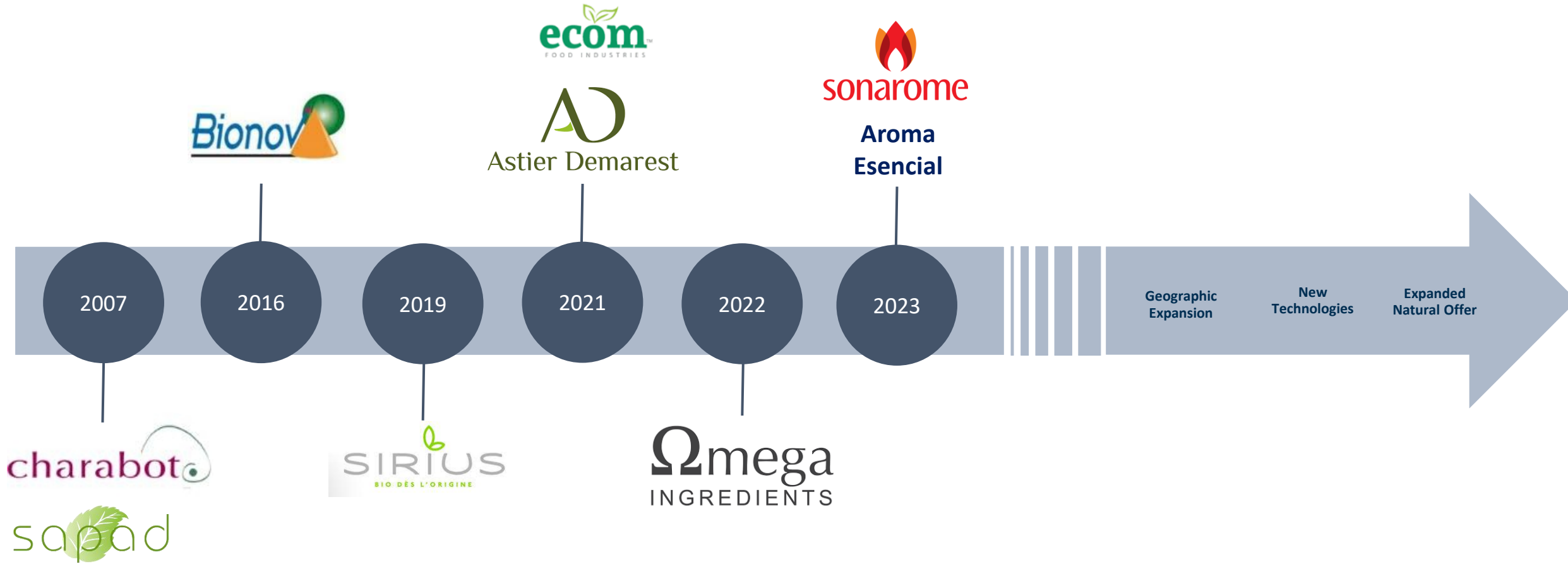
Creative know-how for local tastes

Performing industrial tools

30% of business in Africa



Continuing targeted external growth



Accelerating innovation to unlock future of F&F

Villa Blu Robertet



Incubate & accelerate the startups of tomorrow's naturals

Biopod Interstellar



Launch research programs in agronomy for tomorrow's naturals

Green Solvent



Patented solutions for a green future in extractions

Impactful measures to tackle a challenging environment



-19%

Intensity CO₂e

(of CO₂e tons per ton produced)

2020-2022



-18%

Water consumption

Per ton of product (m³/ton)

2020-2022

An offensive strategy of certification

55 of our supply chains already audited
(39 in March 2023)

47% of our strategic supply chains audited or certified in the last 3 years.

JASMINE EGYPT



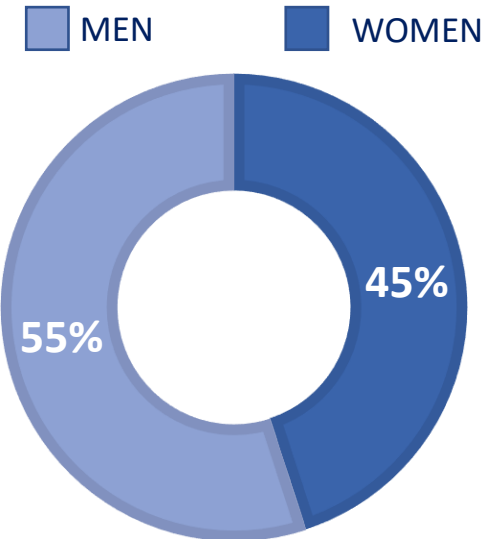
VANILLA MADAGASCAR



ROSE TURKEY



Score 2023
77/100
(vs. 72/100 in 2022)



Gender Equality Index
81/100

(vs. 64/100 in 2021)

04

Our growth journey
to 2030



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Our 5-pillar growth strategy

INNOVATION



Agronomy

Extraction

Applications

Creation

ESG



Supply

Industry

Social

GLOBAL

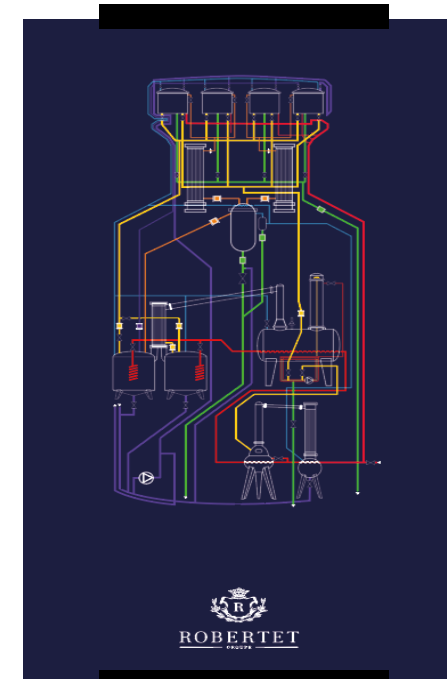


Organization

Big clients

Data Sharing

BRAND



Communication

Customers

Trade Shows

Social Media

PEOPLE & TOOLS



Industrial Capacity
& Security

Global IT

Chemistry & Analytics

Our ambitious sustainability strategy

GOVERNANCE & TRANSPARENCY

I. SOURCING

1. Raise the sustainability standards of our supply chains
2. Protect and restore nature in the supply chain & beyond
3. Improve the livelihoods of our producers and communities

II. TRANSFORMATION

4. Accelerate climate mitigation and adaptation
5. Preserve natural resources
6. Guarantee employee health and safety at work
7. Foster employee development and engagement

III. CREATION & INNOVATION

8. Innovate to enhance our products' sustainability profile
9. Develop safe and healthy products for the consumer

Ensure the transmission of our unique *savoir-faire* and craftsmanship

SAVOIR-FAIRE



Key 2030 objectives and 2023 results

SOURCING

- Perform a CSR assessment on **100%** of our natural ingredient purchases at least every five years
- Audit or certify **100%** of our strategic supply chains using a recognized sustainability standard
- Develop long-term (>3 years) partnerships with at least **80%** of our natural ingredient suppliers

TRANSFORMATION

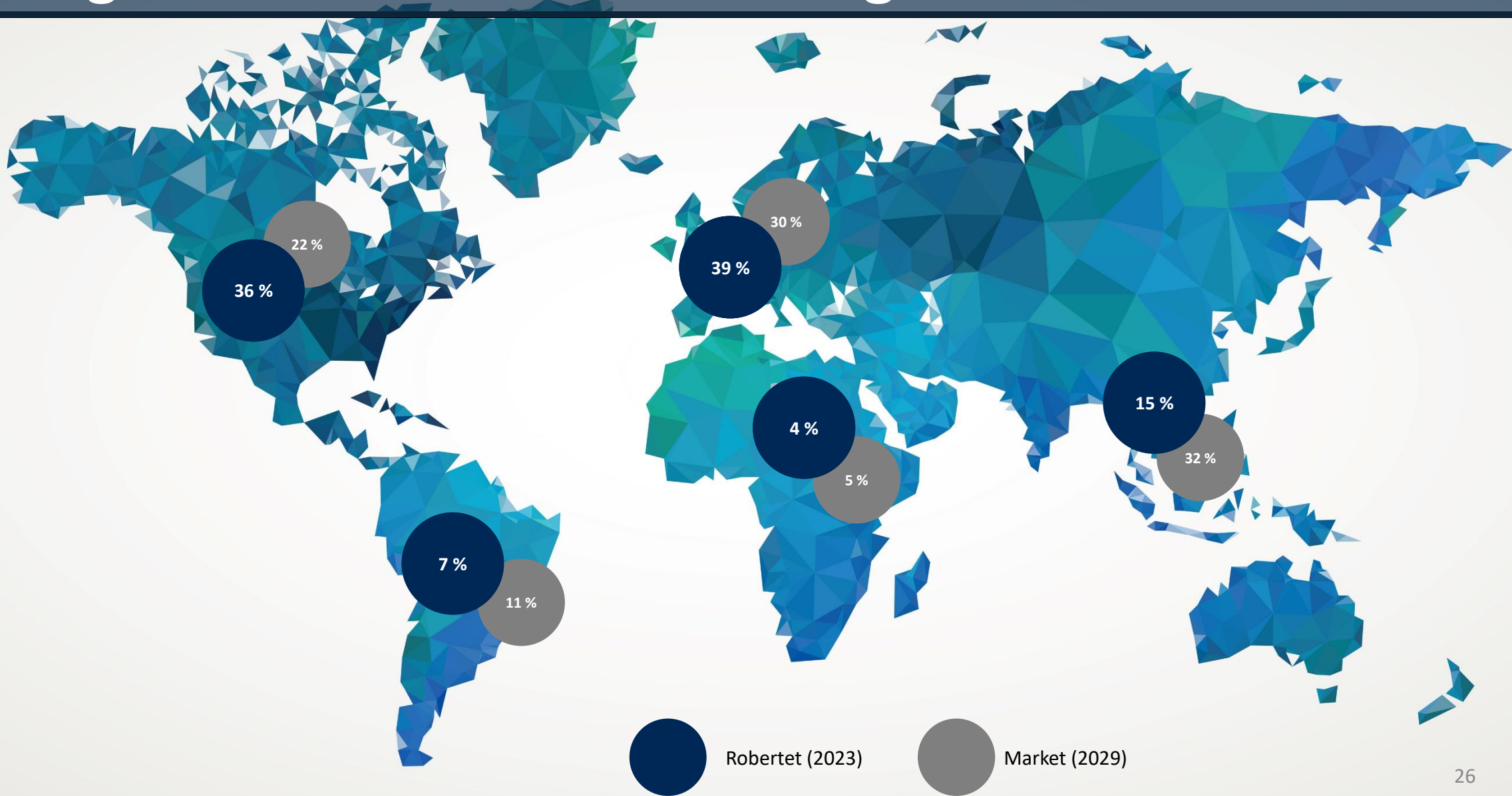
- Reduce our GHG intensity (scope 1 & 2 per ton produced) by **60%**
- Reduce our water intensity (m3 per ton produced) **by 20%**
- Keep our lost time injury frequency rate below **9**
- Keep our absenteeism rate below **4%**

CREATION & INNOVATION

- Maintain the percentage of product orders delivered without defects above **99,70%**
- Increase the share of renewable raw materials purchased to **80%**

*These 2023 results have not yet been audited – final numbers will be provided in our 2023 Annual report, to be published on 19 April 2024.

A huge international reserve of growth



A pair of hands with a warm skin tone is shown from the side, gently holding a small, dense green plant. The plant's roots are exposed and held in the palms of the hands. The background is a dark, textured grey. The overall mood is one of care and gratitude.

THANK YOU



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