



ROBERTET  
— GROUPE —

2025

—  
ANNUAL  
REPORT

Key highlights

# A WORD FROM THE CHAIRMAN



The Group's performance in 2025 was all the more remarkable given the unstable global economic environment.

Our results, in terms of both revenue and profitability, were fully in line with our Robertet 2030 targets.

These targets are likely to be exceeded through acquisitions and major organic growth projects in the natural raw materials sector, as well as in our other Divisions.

To strengthen our independence, we are particularly pleased to have welcomed to the Board two independent directors, representing Fonds Stratégique de Participations (FSP) and Peugeot Invest Assets, whose expertise is a major asset for Robertet's future. Alongside them, two members of the fifth generation of the Maubert family complete the Group's governance structure.

Now more than ever, we are reaffirming our core principles of independence, agility and growth. Our commitment to these principles underpins our collective success, driven by the unwavering engagement of all our employees.

**RESPECTING TRADITION  
WHILE EMBRACING INNOVATION  
TO ENSURE OUR LONG-TERM SUCCESS.**

**PHILIPPE MAUBERT**  
Chairman of the Board

# INTERVIEW WITH THE CEO



## **How would you assess Robertet's performance in 2025?**

The Group delivered a strong performance, with organic revenue growth of 7.6%. This highlights the Company's strengths: a vertical, unique and diversified business model, expertise in natural, high-quality products, and the agility to adapt anywhere in the world. Despite the headwinds caused by unfavorable exchange rates, our profitability also improved, with EBITDA up 120 basis points and net income up 15%. This gives us the means to invest in our future, and enables us to reward the loyalty of our shareholders and partners.

## **What key events and initiatives from the year are shaping the Group's future?**

Robertet marked its 175<sup>th</sup> anniversary during the year, providing an opportunity to reaffirm our core foundations: a family-owned company, deeply rooted in Grasse, with distinctive know-how. However, our top priority is to prepare for the future. We ramped up our international deployment, by opening subsidiaries, expanding our industrial footprint and investing in new creative centers in Shanghai, New York, Mexico, Dubai and Singapore. We are also stepping up our digitalization and AI projects. Lastly, we also raised our 2030 revenue target, underscoring our long-term ambition.

## **What international challenges were overcome this year?**

The geopolitical context, customs barriers and currency fluctuations are challenges that we were able to meet thanks to the agility of our teams and our business model. We believe the

answer lies in our "glocal" approach, with commercial, creative and industrial teams working as closely as possible with each customer, backed by the Group's global expertise. Mastering the complexity of our business, with over 1,600 natural products, is a daily challenge that we embrace passionately.

## **How do you see the market evolving over the next few years?**

The underlying trends in pleasure, health and naturalness confirm Robertet's positioning. We are working harder than ever to promote sustainability, as demonstrated by our Platinum ranking from EcoVadis, our SBTi roadmap, and the certification of numerous strategic supply chains. These trends are facilitating the emergence of new brands in all regions of the world, and Robertet is delighted to support them. In a less predictable world, trust is built over the long term with our customers, our suppliers and our amazing teams.

## **How is the Robertet Group responding to these changes?**

Robertet remains confident in its model. Our agility and mastery of the complexity of our business, combined with the tailor-made solutions we provide for each customer, are major assets. Our mission leads us to innovate in natural ingredients, industrial excellence, unique creations and new technologies, in order to invent the future of naturals.

**JÉRÔME BRUHAT**  
Chief Executive Officer



# SUSTAINABILITY

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Sustainability is a key pillar of Robertet's mission: FUTURING NATURALS. In 2025, numerous initiatives were launched, with several proving particularly noteworthy.

## **Robertet's climate targets validated by the Science Based Targets initiative (SBTi)**

SBTi has validated the Group's short-term (for 2033) and long-term (for 2050) greenhouse gas emission reduction targets. In line with the SBTi's *Corporate Net-Zero Standard*, Robertet has also pledged to achieve net zero emissions across its entire value chain by 2050. Carbon-reduction plans for Scopes 1, 2 & 3 are being implemented. Ten of our subsidiaries now produce or purchase renewable electricity.

## **Expanding our certification process**

Reflecting Robertet's *Seed to Scent™* model, the Corporate Social Responsibility (CSR) certification process begins at the sourcing level, with 67 supply chains CSR-verified or certified to date according to one of the following standards: Fair For Life,

UEBT, Rainforest Alliance, FairWild or FSC. The natural ingredients used in our manufacturing processes – essential oils, absolutes and other natural specialties – are then themselves certified. At the end of December, more than 140 certified ingredients formed the core of our sustainable product offering.

## **Launch of the Seed to Care Human Resources program**

Robertet has developed a new program focusing on four main areas: physical and mental health, skills development, commitment and recognition, and diversity and inclusion. In 2025, an extensive training program was rolled out for managers to support them in a new approach to employee development. In terms of training, at end-December, over 80% of the Group's headcount had completed the training module dedicated to Robertet's CSR strategy.

## CSR PERFORMANCE

As a result of its overall CSR approach, Robertet maintained its Platinum EcoVadis medal in 2025, with a score of 88/100, an improvement on 2024. This is testament to the Group's commitment to sustainability and the ongoing mobilization of its teams around CSR matters.



## KEY CSR FIGURES

67

SUPPLY CHAINS  
 CSR-VERIFIED OR CERTIFIED  
 AT DECEMBER 31, 2025  
 (3 more than in 2024)

35%

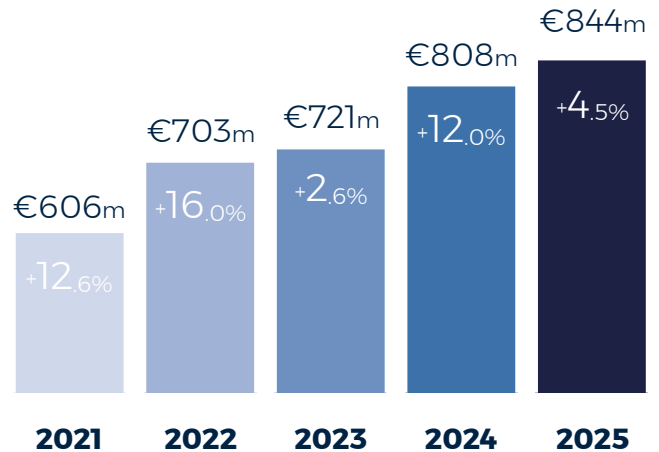
REDUCTION IN OUR  
 SCOPE 1 & 2 CARBON  
 INTENSITY  
 per metric ton of product sold, versus 2020

41%

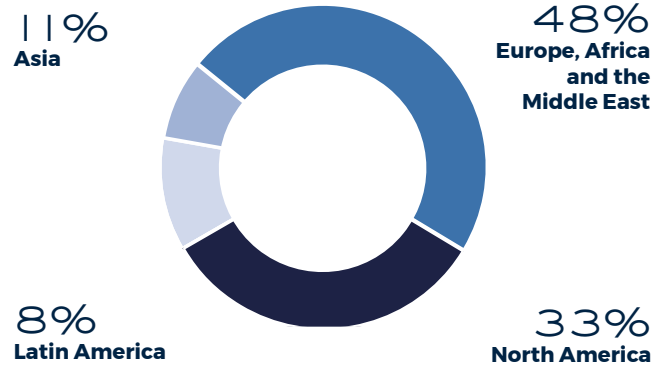
REDUCTION IN WATER  
 INTENSITY per metric ton of product  
 sold, compared with 2020

## 2025 FIGURES

### Revenue since 2021



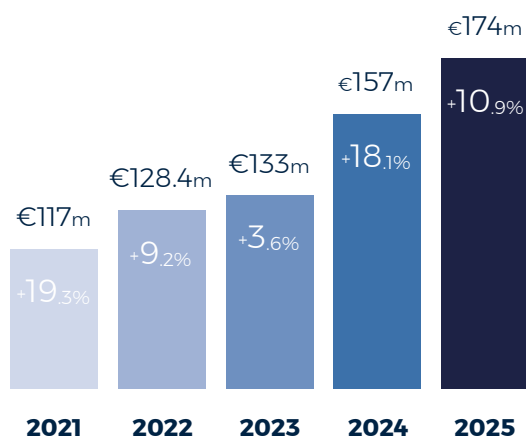
### Breakdown of revenue by region



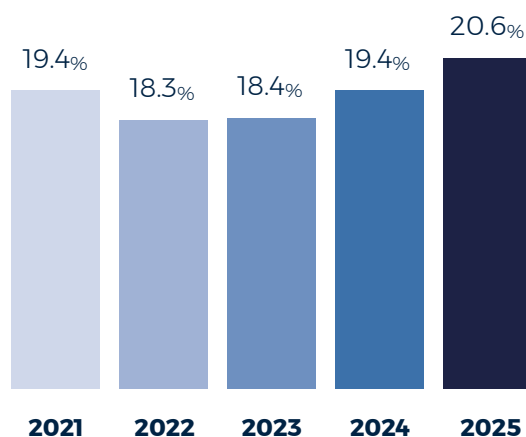
### Revenue by Division



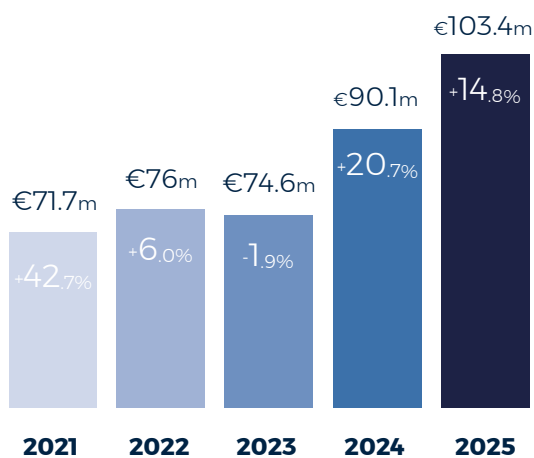
### EBITDA



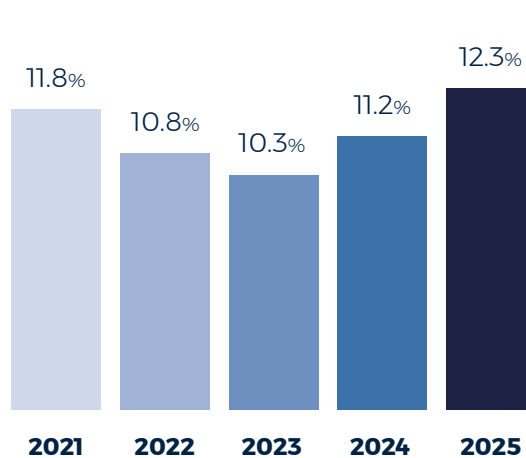
### EBITDA/Revenue



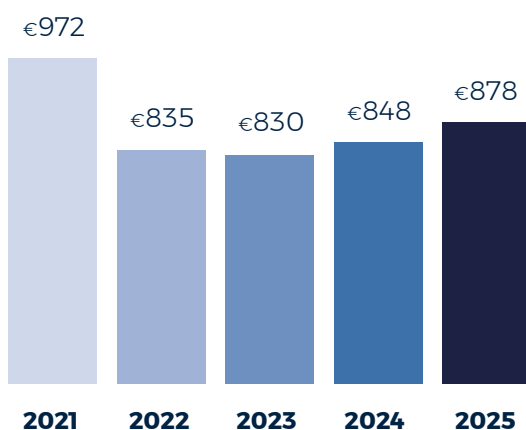
### Attributable net income



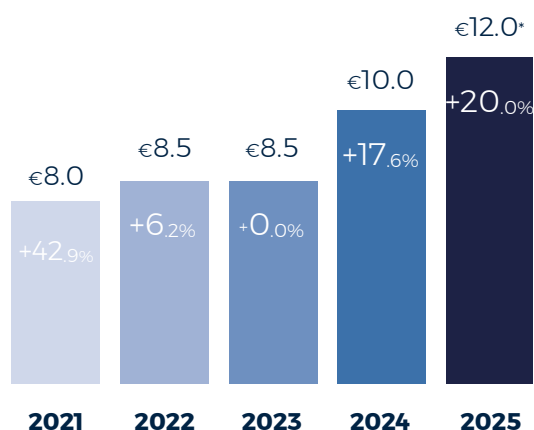
### Attributable net income/Revenue



### Share price at December 31



### Dividend performance



\*The Annual General Meeting will be held in Grasse on June 3, 2026 at 10:00 a.m. The shareholders will be invited to approve a dividend payment of €12 per share, up 20.0% on the previous year.

# AN EXTENSIVE CREATIVE AND INDUSTRIAL FOOTPRINT

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Present in all major growth regions, Robertet is developing its creative and production capacities to provide customers with market-focused support.

In 2025, the Group continued to deploy its international approach in key territories for innovation, culture and uses.

It inaugurated new creative centers in New York, Piscataway (NJ), Mexico, Dubai, Shanghai and Singapore, offering environments conducive to discussion, experimentation and co-creation with customers.

Industrial facilities were consolidated in Grasse and Bangalore, and a new production plant - designed to the highest industrial and sustainability standards - was inaugurated near Jakarta to support the regional development of the flavor and fragrance businesses.

Robertet's model draws on the agility of its activities and their presence in every region of the world. This organization drives the Group's excellence in producing high-quality, tailor-made solutions over the long term.

17  
CREATIVE  
AND RESEARCH  
CENTERS

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30  
INDUSTRIAL  
SITES

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> 2,700  
EMPLOYEES

Top to bottom: Mexico, Piscataway (NJ), Dubai, Karawang (Indonesia), Singapore, Shanghai.





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[www.robertet.com](http://www.robertet.com)

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This report is part of  
an eco-design approach.