

Robertet

2025 revenue: €843.9 million

Headquarters: Grasse, France



ROBERTET
GROUPE

Robertet Enters New Era of Growth, Innovation and Leadership

■ BY JULIEN MAUBERT, Global Head of Fragrance Division & Sustainability at Robertet

The past twelve months have marked a defining period for Robertet: one that combines strong performance, clear ambition, and an important generational transition. In 2025, the group once again delivered excellent results, clearly outperforming industry benchmarks and confirming the resilience and relevance of its long-term vision. This performance was driven by solid momentum across divisions, with ingredients and flavors posting particularly robust growth.

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After an exceptional career leading the fragrance division, Christophe Maubert stepped down from his operational responsibilities. Over the years, Christophe has played a decisive role in shaping the creative, strategic, and cultural foundations of Robertet Fragrance. His leadership has delivered remarkable results and, just as importantly, has built a solid platform for future growth. I would like to express my deepest gratitude to him, for his vision, his commitment, and the legacy he leaves behind.

I now have the great honor of taking over this responsibility. Stepping into this role is both a source of immense pride and a profound sense of responsibility. As a fifth-generation member of the family,



Julien Maubert, Global Head of Fragrance Division & Sustainability at Robertet

I am acutely aware of what this heritage represents: not only continuity, but accountability to our teams, our partners, our clients, and to the natural resources that define our craft. This responsibility is demanding, but it is also an extraordinary source of motivation. It drives me to approach this role with humility, ambition and a clear sense of purpose.

This new chapter allows me to fully leverage my deep expertise in natural ingredients, a cornerstone of



Robertet's headquarters in Grasse, France.



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Innovation and technology play a central role in this ambition. At Robertet, we see them not as tools to replace creativity, but as powerful enablers of perfumery. Our strategy is built around three core pillars: artificial intelligence, neuroscience, and advanced delivery

systems. Artificial intelligence supports perfumers by accelerating exploration and opening new creative territories, while always keeping human intuition at the heart of creation. Neuroscience helps us better understand emotional responses to scent, enabling fragrances that connect more deeply with consumers. Delivery systems, meanwhile, enhance performance, longevity, and sensorial expression across all applications.



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What makes this approach particularly exciting is our ability to combine these technologies with our long-standing mastery of naturals. Through our startup accelerator, VillaBlu, we also collaborate with emerging innovators on longer-term, sometimes disruptive projects initiatives that may take time to mature but are strategically essential for the future of perfumery.

Naturals remain at the very core of Robertet's strategy. Our fully vertically integrated "seed to scent" model ensures traceability, quality, and sustainability at every stage of the value chain. Biotechnology plays an increasingly important role as a complementary solution, helping us protect biodiversity, secure access to rare raw materials, and address specific sustainability challenges, always with a focus on high-quality, specialty ingredients with strong olfactive value.

Responsible sourcing is not a recent commitment for Robertet; it has been part of our philosophy since our founding in 1850. Working with naturals requires a long-term vision ensuring that harvest after harvest, resources remain available and ecosystems preserved. Today, this commitment is reinforced through rigorous



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certifications and audits such as Ecocert FFL and UEBT. With more than 65 certified sustainable sourcing programs worldwide, Robertet is a recognized leader in building responsible, resilient supply chains that support both local communities and biodiversity.

Looking ahead, the fragrance industry is entering a period of transformation. One of the most significant shifts is the premiumization of markets that were historically more mass-oriented, including China, Indonesia, India, and Brazil. Across all categories, consumers are seeking greater quality, authenticity, and emotional value. For Robertet, this evolution represents a tremendous opportunity: to bring more naturals, more sophistication, and more storytelling into fragrance creation.

The next five years will be defined by a deeper connection between nature, innovation and emotion. Fragrance will continue to play an increasingly central role in personal expression and well-being. As we move into 2026 and beyond, I am both proud and deeply motivated to help shape this future honoring our heritage while confidently building the next chapter of Robertet Fragrance. 