18 September 2026

FIRST-HALF 2026 RESULTS

Analyst and investor presentation

ROBERTET
GROUPE

PART 01

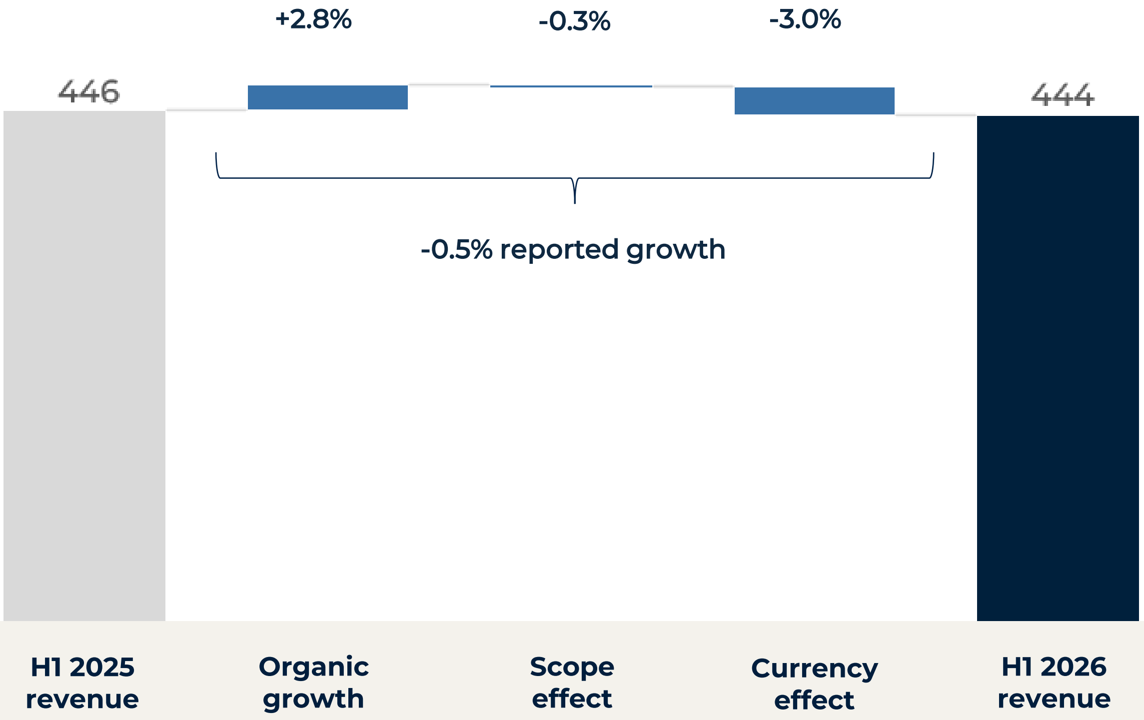
BUSINESS AND FINANCIAL REVIEW

FIRST HALF 2026 HIGHLIGHTS

- Organic revenue growth of +2.8% with contrasting trends across the Group's divisions
- Recurring EBITDA of €94m and margin of 21.1%, remaining at a high level
- Continued investment in industrial capacity, commercial expansion and IT systems
- Opening of a new creation center in Sao Paulo, Brazil
- EcoVadis Platinum recognition maintained

+2.8% ORGANIC GROWTH IN THE FIRST HALF

H1 2026 – CHANGE IN REVENUE (in €m)

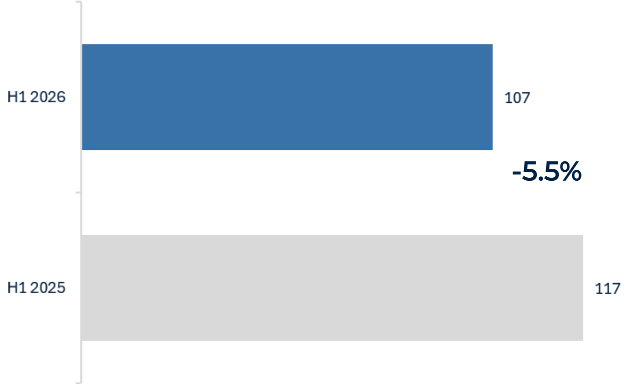


- Solid organic revenue performance driven by a strong rebound in Fragrances
- Organic growth of +4.9% in Q1 and +0.7% in Q2
- Slightly negative scope effect, notably reflecting the deconsolidation of Sirius since October 2025
- Adverse currency effects in H1, mainly due to the appreciation of the euro

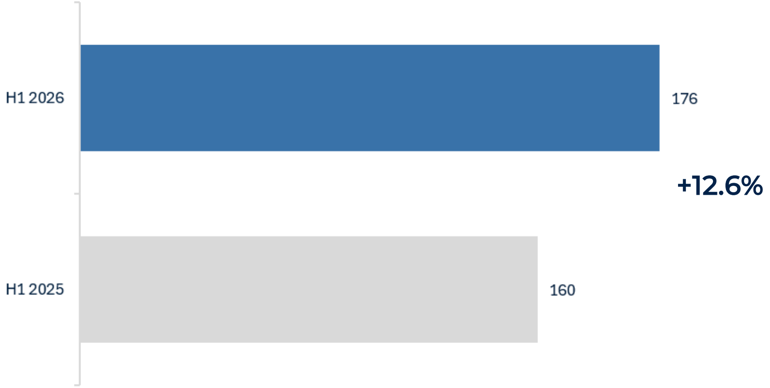
CONTRASTING TRENDS ACROSS DIVISIONS

H1 2026 –REVENUE BY DIVISION in €m, organic change in %

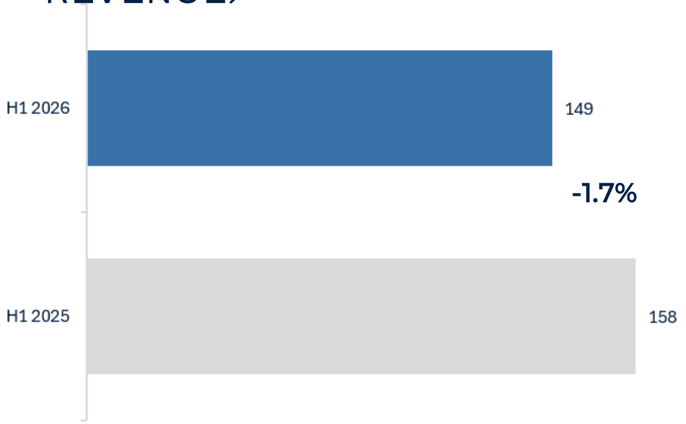
RAW MATERIALS (24% OF H1 2026 REVENUE)



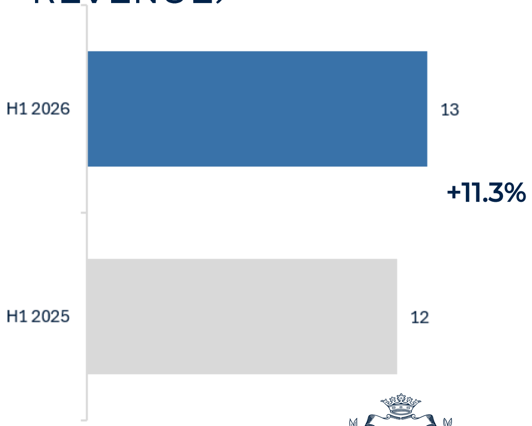
FRAGRANCES (40% OF H1 2026 REVENUE)



FLAVORS (33% OF H1 2026 REVENUE)



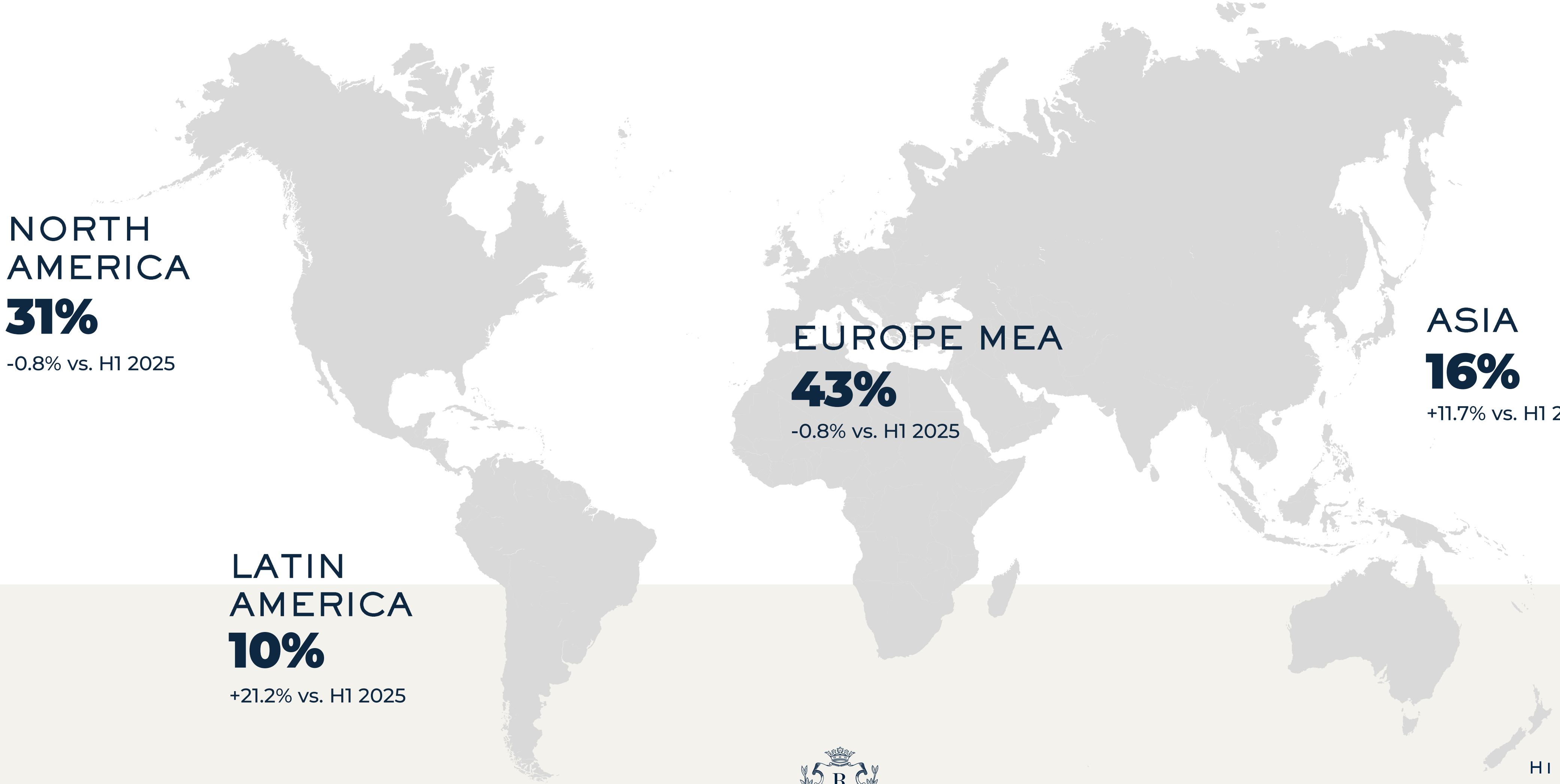
HEALTH & BEAUTY (3% OF H1 2026 REVENUE)



- **Softer Raw Materials performance against a demanding comparison base**
- **Strong Fragrances momentum, supported by niche brands and emerging players including in the Middle East**
- **More moderate market environment in Flavors with high comparison base, particularly in the US**
- **Double-digit growth in Health & Beauty, benefitting from market expansion initiatives**

A BALANCED GEOGRAPHICAL MIX WITH ASIA AND LATIN AMERICA KEY GROWTH DRIVERS

H1 2026 – BREAKDOWN OF REVENUE BY REGION (SHIP TO), organic change in %



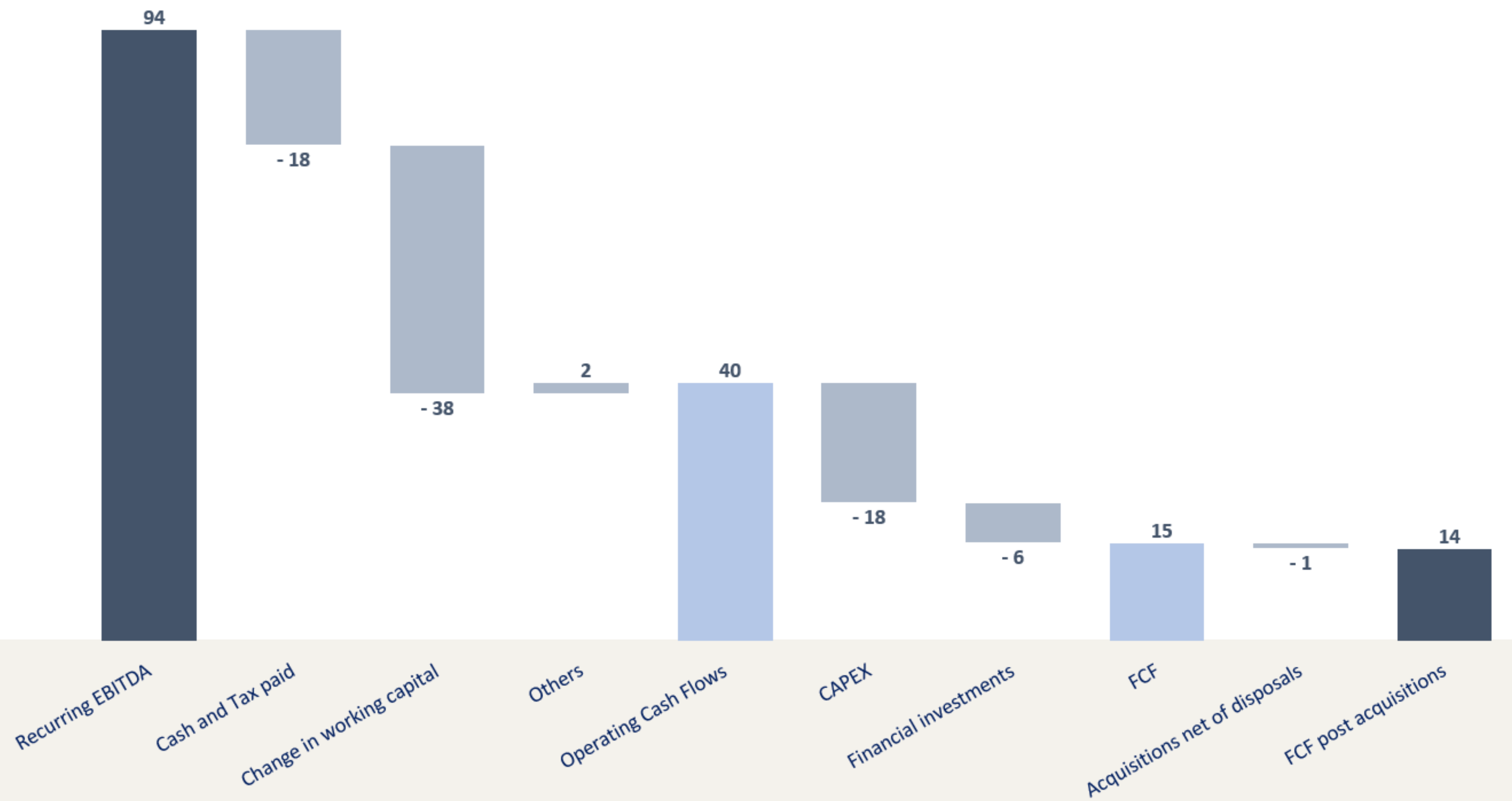
SUSTAINED PROFITABILITY IN THE FIRST HALF

SIMPLIFIED INCOME STATEMENT (in €m)

Selected P&L items. Immaterial lines omitted	H1 2026	*in %*	H1 2025	*in %*
Revenue	**444**		**446**	
Cost of Goods Sold	(179)	*-40.3%*	(182)	*-40.8%*
Gross profit	**265**	***59.7%***	**264**	***59.2%***
External Expenses	(66)	*-14.9%*	(65)	*-14.6%*
Personnel Expenses	(103)	*-23.2%*	(98)	*-21.9%*
Other Operating Income and Expenses	(3)	*-0.6%*	(1)	*-0.3%*
Recurring EBITDA	**94**	***21.1%***	**100**	***22.5%***
Y-o-y change	*-6.6%*			
Depreciation, Provisions and Reversals	(18)	*-4.1%*	(15)	*-3.3%*
Operating Income	**75**	***17.0%***	**85**	***19.1%***
Y-o-y change	*-11.4%*			
Current and Deferred Income Taxes	(20)	*-4.4%*	(21)	*-4.6%*
Financial Income and Expenses	(2)	*-0.4%*	(6)	*-1.3%*
Group Share of Net Income	**54**	***12.2%***	**59**	***13.1%***
Y-o-y change	*-7.4%*			

SOUND CASH GENERATION SUPPORTING LONG-TERM INVESTMENTS

H1 2026 RECURRING EBITDA TO FCF RECONCILIATION (in €m)



- Operating cash flow increased to €40m from €32m in H1 2025, benefitting from lower tax payments despite lower recurring EBITDA
- Working capital evolution mainly reflected higher inventories and continued support for business growth
- Positive Free Cash Flow despite sustained investment levels
- Strong financial structure and balance sheet flexibility, with Group equity reaching €647m at 30 June 2026

ADVANCING SUSTAINABILITY PERFORMANCE AND COMMITMENTS

67

CSR verified or certified* supply chains

New certifications obtained since January 2026 such as **Damascena Rose in Bulgaria**

* Based on globally recognized standards such as UEBT, Fair For Life, Rainforest Alliance and FairWild, as of 31 December 2025

Ongoing action plans are being deployed following the **SBTi approval** of Robertet's near-term and long-term science-based emissions reduction targets in October 2025

Platinum status maintained with a score of 89/100 (up 1pt) in EcoVadis, placing Robertet in the top 1% of companies evaluated globally

PART

02 Outlook & long-term ambitions

2026 OUTLOOK

- **Navigating a more moderate environment while continuing to invest for future growth**

- **Organic growth of between +3% and +5% for FY 2026**

- **Key trends expected in H2:**
  - **Continued momentum in Fragrance, new growth regions and a growing contribution from recently won customers**
  - **Resilient profitability despite continued investment efforts, supported by disciplined cost management**
  - **Pricing actions to mitigate higher petroleum-derived raw material costs**
  - **US tariff changes to be reflected in customer pricing**
  - **Easing foreign exchange headwinds**

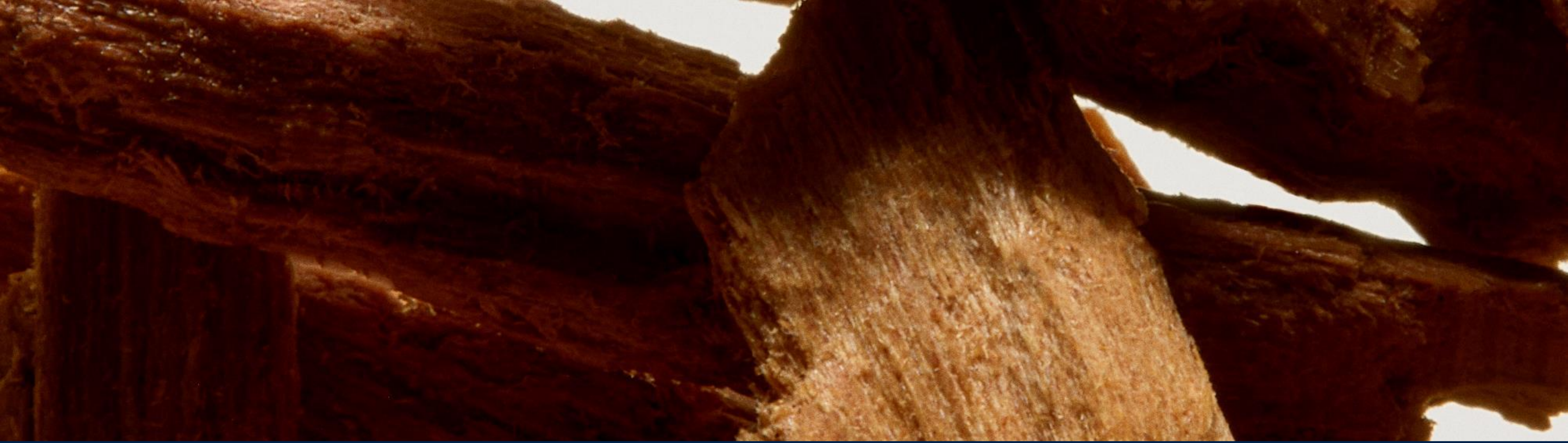
A REAFFIRMED LONG-TERM AMBITION AND PLAN: SEED TO SUCCESS 2030

AMBITION

- To achieve **€1.1 to €1.2bn in revenue** by 2030
- Average annual revenue growth of **5% to 7%** from 2025 to 2030
- Expected revenue contribution from M&A by 2030: **€50 to €80m**

DRIVERS

- Growth will be driven by a combination of **organic expansion** and **targeted acquisitions**
- **All four divisions** of the group will contribute to this momentum
- **Strong progress** expected in the Asian market
- **Accelerated growth** anticipated in the Health & Beauty division



Q&A

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THANK YOU

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