# 2024 Full year results Financial Summary



# Key figures

#### FINANCIAL REVIEW

For the year ended 31 December

in millions of Swiss francs except earnings per share data	2024	2023
Sales	7,412	6,915
Gross profit	3,271	2,846
as % of sales	44.1%	41.2%
EBITDA °	1,765	1,473
as % of sales	23.8%	21.3%
Operating income	1,394	1,116
as % of sales	18.8%	16.1%
Income attributable to non-controlling interests	-	-
Income attributable to equity holders of the parent	1,090	893
as % of sales	14.7%	12.9%
Earnings per share – basic (CHF)	118.17	96.81
Earnings per share – diluted (CHF)	117.63	96.47
Operating cash flow	1,625	1,373
as % of sales	21.9%	19.9%
Free cash flow <sup>b</sup>	1,158	920
as % of sales	15.6%	13.3%

a) 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.

b) Free Cash Flow refers to operating cash flow after net investments, interest paid, lease payments and purchase and sale of own equity instruments.

For the six months ended 31 December (unaudited)

in millions of Swiss francs except earnings per share data	2024	2023
Sales	3,675	3,380
Gross profit	1,625	1,398
as % of sales	44.2%	41.4%
EBITDA °	859	710
as % of sales	23.4%	21.0%
Operating income	665	530
as % of sales	18.1%	15.7%
Income attributable to equity non-controlling interests	_	_
Income attributable to equity holders of the parent	502	444
as % of sales	13.7%	13.1%
Earnings per share – basic (CHF)	54.41	48.12
Earnings per share – diluted (CHF)	54.13	47.94
Operating cash flow	1,198	1,033
as % of sales	32.6%	30.6%
Free cash flow <sup>b</sup>	961	816
as % of sales	26.1%	24.1%

 a) 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.

b) Free Cash Flow refers to operating cash flow after net investments, interest paid, lease payments and purchase and sale of own equity instruments.

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## Key figures

#### GROUP

#### For the year ended 31 December

in millions of Swiss francs	2024	2023
Sales to third parties	7,412	6,915
EBITDA °	1,765	1,473
as % of sales	23.8%	21.3%
One off items	(51)	(74)
Comparable EBITDA	1,816	1,547
as % of sales	24.5%	22.4%
Operating income	1,394	1,116
as % of sales	18.8%	16.1%

 a) 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.

#### FRAGRANCE & BEAUTY

For the year ended 31 December

in millions of Swiss francs	2024	2023
Sales to third parties	3,660	3,312
EBITDA °	985	769
as % of sales	26.9%	23.2%
One off items	(32)	(48)
Comparable EBITDA	1,017	817
as % of sales	27.8%	24.7%
Operating income	828	624
as % of sales	22.6%	18.8%

 a) 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.

#### TASTE & WELLBEING

#### For the year ended 31 December

in millions of Swiss francs	2024	2023
Sales to third parties	3,752	3,603
EBITDA °	780	704
as % of sales	20.8%	19.5%
One off items	(19)	(26)
Comparable EBITDA	799	730
as % of sales	21.3%	20.3%
Operating income	566	492
as % of sales	15.1%	13.7%

 a) 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.

# Consolidated financial statements

#### CONSOLIDATED INCOME STATEMENT

For the year ended 31 December

in millions of Swiss francs, except for earnings per share data	2024	2023
Sales	7,412	6,915
Cost of sales	(4,141)	(4,069)
Gross profit	3,271	2,846
as % of sales	44.1%	41.2%
Selling, marketing and distribution expenses	(967)	(897)
Research and product development expenses	(565)	(519)
Administration expenses	(249)	(202)
Share of results of joint ventures and associates	8	5
Other operating income	28	30
Other operating expense	(132)	(147)
Operating income	1,394	1,116
as % of sales	18.8%	16.1%
Financing costs	(121)	(120)
Other financial income (expense), net	40	(7)
Income before taxes	1,313	989
Income taxes	(223)	(96)
Income for the period	1,090	893
Attribution		
Income attributable to non-controlling interests	-	-
Income attributable to equity holders of the parent	1,090	893
as % of sales	14.7%	12.9%
Earnings per share – basic (CHF)	118.17	96.81
Earnings per share – diluted (CHF)	117.63	96.47

### CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31 December

in millions of Swiss francs	2024	2023
Income for the period	1,090	893
Items that may be reclassified to the income statement		
Cash flow hedges		
Movement in fair value, net	(11)	(53)
(Gains) losses removed from equity and recognised in the consolidated income statement	5	7
Movement on income tax	1	(1)
Exchange differences arising on translation of foreign operations		
Movement in fair value arising on hedging instruments of the net assets in foreign operations	(47)	121
Change in currency translation	229	(613)
Movement on income tax	5	(17)
Items that will not be reclassified to the income statement		
Defined benefit pension plans		
Remeasurement gains (losses) of post-employment benefit obligations	(45)	15
Movement on income tax	8	(3)
Other comprehensive income for the period	145	(544)
Total comprehensive income for the period	1,235	349
Attribution		
Total comprehensive income attributable to non-controlling interests	-	-
Total comprehensive income attributable to equity holders of the parent	1,235	349

#### Consolidated financial statements

### CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 December

in millions of Swiss francs	31 December 2024	31 December 2023
Assets		
Cash and cash equivalents	749	600
Derivative financial instruments	62	25
Financial assets at fair value through income statement	13	8
Accounts receivable - trade	1,680	1,452
Inventories	1,425	1,275
Current tax assets	57	60
Prepayments	79	66
Other current assets	146	129
Current assets	4,211	3,615
Derivative financial instruments	73	99
Property, plant and equipment	2,383	2,242
Intangible assets	4,828	4,459
Deferred tax assets	145	118
Post-employment benefit plan assets	24	37
Financial assets at fair value through income statement	92	271
Interests in joint ventures and investments in associates	61	48
Other non-current assets	282	239
Non-current assets	7,888	7,513
Total assets	12,099	11,128

in millions of Swiss francs	31 December 2024	31 December 2023
Liabilities and equity		
Short-term debt	819	442
Derivative financial instruments	35	70
Accounts payable - trade and others	1,118	891
Accrued payroll & payroll taxes	253	170
Current tax liabilities	183	136
Financial liability - own equity instruments	38	64
Provisions	18	22
Other current liabilities	369	266
Current liabilities	2,833	2,061
Derivative financial instruments	39	11
Long-term debt	3,932	4,463
Financial liability - own equity instruments	101	28
Provisions	66	63
Post-employment benefit plan liabilities	201	165
Deferred tax liabilities	287	232
Other non-current liabilities	62	107
Non-current liabilities	4,688	5,069
Total liabilities	7,521	7,130
Share capital	92	92
Retained earnings and reserves	6,968	6,542
Own equity instruments	(34)	(11)
Other components of equity	(2,448)	(2,630)
Equity attributable to equity holders of the parent	4,578	3,993
Non-controlling interests	-	5
Total equity	4,578	3,998
Total liabilities and equity	12,099	11,128

#### CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December

<b>2024</b> in millions of Swiss francs	Share Capital	Retained earnings and reserves	Own equity instruments	Cash flow hedges		Equity attributable to equity holders of the parent	Non- controlling interests	Total equity
Balance as at 1 January	92	6,542	(11)	45	(2,675)	3,993	5	3,998
Income for the period		1,090				1,090	_	1,090
Other comprehensive income for the period		(37)		(5)	187	145		145
Total comprehensive income for the period		1,053		(5)	187	1,235	-	1,235
Dividends paid		(627)				(627)		(627)
Movement in treasury shares, net			(7)			(7)		(7)
Movement in share based payment reserve			30			30		30
Movement in derivatives on own equity instruments			(46)			(46)		(46)
Non-controlling interests							(5)	(5)
Net change in other equity items		(627)	(23)			(650)	(5)	(655)
Balance as at 31 December	92	6,968	(34)	40	(2,488)	4,578	-	4,578

<b>2023</b> in millions of Swiss francs	Share Capital	Retained earnings and reserves	Own equity instruments	Cash flow hedges		Equity attributable o equity holders of the parent	Non- controlling interests	Total equity
Balance as at 1 January	92	6,254	(40)	92	(2,166)	4,232	5	4,237
Income for the period		893				893	_	893
Other comprehensive income for the period		12		(47)	(509)	(544)		(544)
Total comprehensive income for the period		905		(47)	(509)	349	-	349
Dividends paid		(617)				(617)		(617)
Movement in treasury shares, net			2			2		2
Movement in share based payment reserve			(3)			(3)		(3)
Movement in derivatives on own equity instruments			30			30		30
Non-controlling interests							_	_
Net change in other equity items		(617)	29			(588)	_	(588)
Balance as at 31 December	92	6,542	(11)	45	(2,675)	3,993	5	3,998

#### Consolidated financial statements

#### CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 December

in millions of Swiss francs	2024	2023
Income for the period	1,090	893
Income tax expense	223	96
Interest expense	111	112
Non-operating income and expense	(30)	15
Operating income	1,394	1,116
Depreciation of property, plant and equipment	205	202
Amortisation of intangible assets	154	154
Impairment of long-lived assets	12	1
Other non-cash items		
- share-based payments	59	29
- pension expense	38	31
- additional and unused provisions, net	18	37
- other non-cash items	5	(53)
Adjustments for non-cash items	491	401
(Increase) decrease in inventories	(126)	43
(Increase) decrease in accounts receivable	(191)	(112)
(Increase) decrease in other current assets	(26)	(20)
Increase (decrease) in accounts payable	187	105
Increase (decrease) in other current liabilities	113	32
(Increase) decrease in working capital	(43)	48
Income taxes paid	(152)	(121)
Pension contributions paid	(45)	(46)
Provisions used	(20)	(25)
Cash flows from (for) operating activities	1,625	1,373
Increase in long-term debt	234	738
(Decrease) in long-term debt	(1)	(383)
Increase in short-term debt	1,201	2,858
(Decrease) in short-term debt	(1,631)	(3,111)
Cash flows from debt, net	(197)	102

in millions of Swiss francs	2024	2023
Interest paid	(92)	(97)
Purchase and sale of derivative financial instruments, net	(2)	6
Lease payments	(60)	(56)
Transactions of non-controlling interests	(5)	
Others, net	(8)	(8)
Cash flows from financial liabilities	(364)	(53)
Distribution to the shareholders paid	(627)	(617)
Purchase and sale of own equity instruments, net	(35)	(29)
Cash flows from (for) financing activities	(1,026)	(699)
Acquisition and disposal related cash flows		
- Purchase of property, plant and equipment	(236)	(215)
- Purchase of intangible assets	(57)	(60)
- Acquisition of assets in the form of an asset deal		(183)
- Acquisition of subsidiaries, net of cash acquired	(229)	
- Proceeds from the disposal of property, plant and equipment	13	4
- Proceeds from sales of intangible assets	-	_
- Disposal of subsidiary, net of cash disposed	5	
(Increase) decrease in share capital of jointly controlled entities	(5)	2
Interest received	12	6
Dividend received from joint ventures, associates and other investments	6	3
Purchase and sale of financial assets at fair value through income statement, net	84	(15)
Impact of financial transactions on investing, net	(14)	15
Other, net	(27)	(24)
Cash flows from (for) investing activities	(448)	(467)
Net increase (decrease) in cash and cash equivalents	151	207
Net effect of currency translation on cash and cash equivalents	(2)	(82)
Cash and cash equivalents at the beginning of the period	600	475
Cash and cash equivalents at the end of the period	749	600