

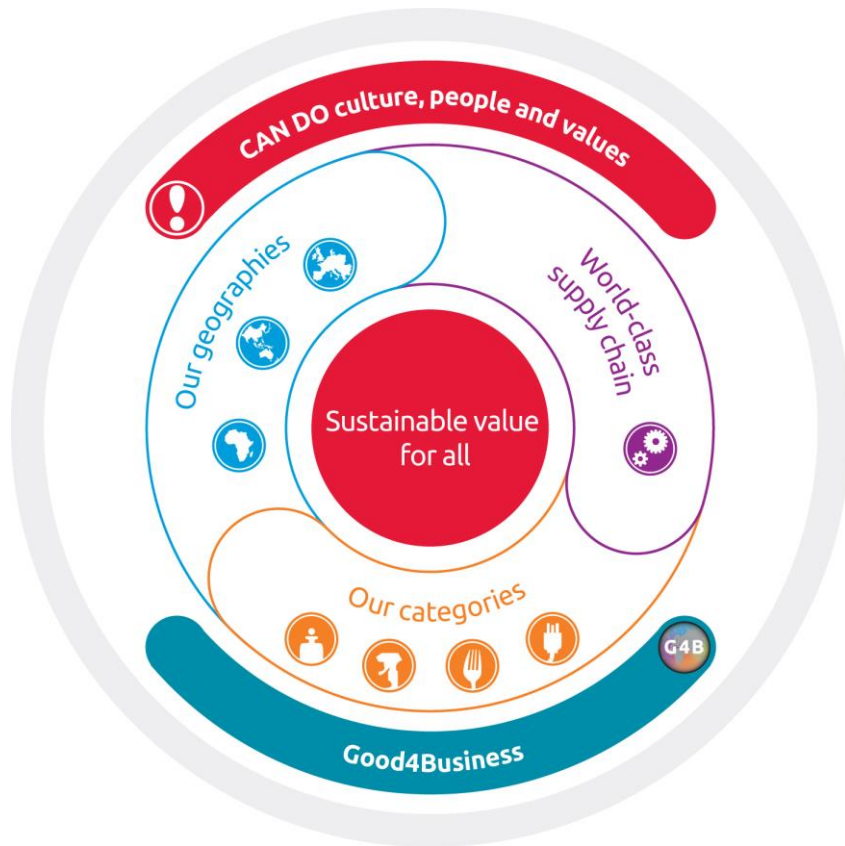
Creating  
Sustainable  
Value For All

# Interim Results

Half Year Ended  
30 November 2016

24 January 2017

# Group Highlights



**Solid set of interim results for the Group. Excluding the impact of currency and challenging macro conditions results only slightly lower**

**Strong Group portfolio and a new product pipeline**

**Brand shares maintained or grown in major markets and categories**

**Strong balance sheet with net debt at 1.5 x EBITDA**

**Interim dividend increased 2.3%**

**Successful SAP go-live in Africa**

# Financial Highlights

Reported results before exceptional items <sup>1</sup>	Half year to 30 November 2016	Half year to 30 November 2015	Reported Change %	Constant Currency % change <sup>3</sup>	Like for Like % change <sup>4</sup>
Revenue <sup>2</sup>	£378.2m	£385.9m	(2.0%)	(2.6%)	(2.6%)
Operating profit	£41.8m	£45.2m	(7.5%)	(8.4%)	(8.4%)
Profit before tax	£40.2m	£42.1m	(4.5%)	(5.5%)	(5.5%)
Adjusted basic earnings per share	6.50p	7.28p	(10.7%)		
Interim dividend per share	2.67p	2.61p	2.3%		
Net debt <sup>5</sup>	(£191.3m)	(£191.0m)			

Notes:

<sup>1</sup> Exceptional items before tax (2016: costs £15.3m; 2015: costs £2.1m).

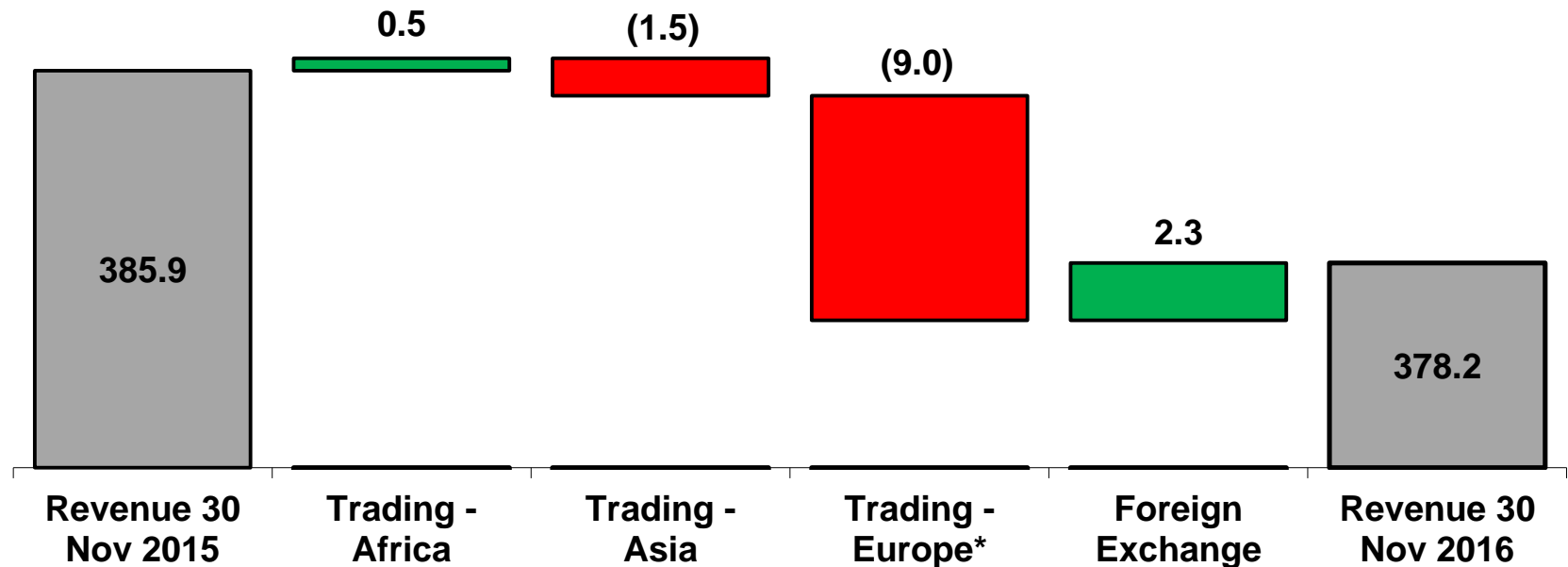
<sup>2</sup> Excludes joint ventures revenue of £85.6m (2015: £90.5m).

<sup>3</sup> Constant currency comparison (2015 results retranslated at 2016 exchange rates).

<sup>4</sup> Like for like comparison after adjusting 2015 for constant currency and 2016 for acquisitions and disposals in current and prior period.

<sup>5</sup> Net debt, above and hereafter, is defined as cash, short-term deposits and current asset investments, less bank overdrafts and borrowings.

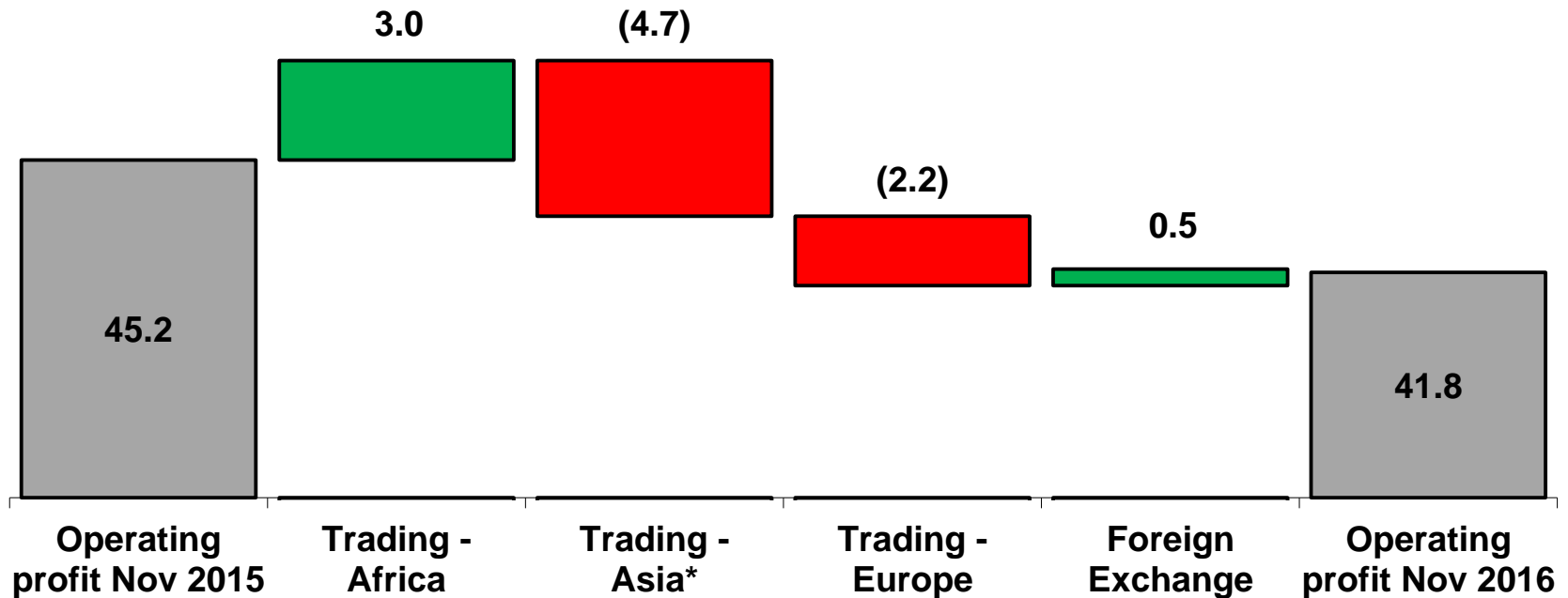
# Revenue Bridge (£m)



Notes:

\*Europe revenues lower on a constant currency basis principally due to the Beauty division being affected by lower UK performance of St Tropez as a result of the poor summer and lower sales of edible oils in Greece.

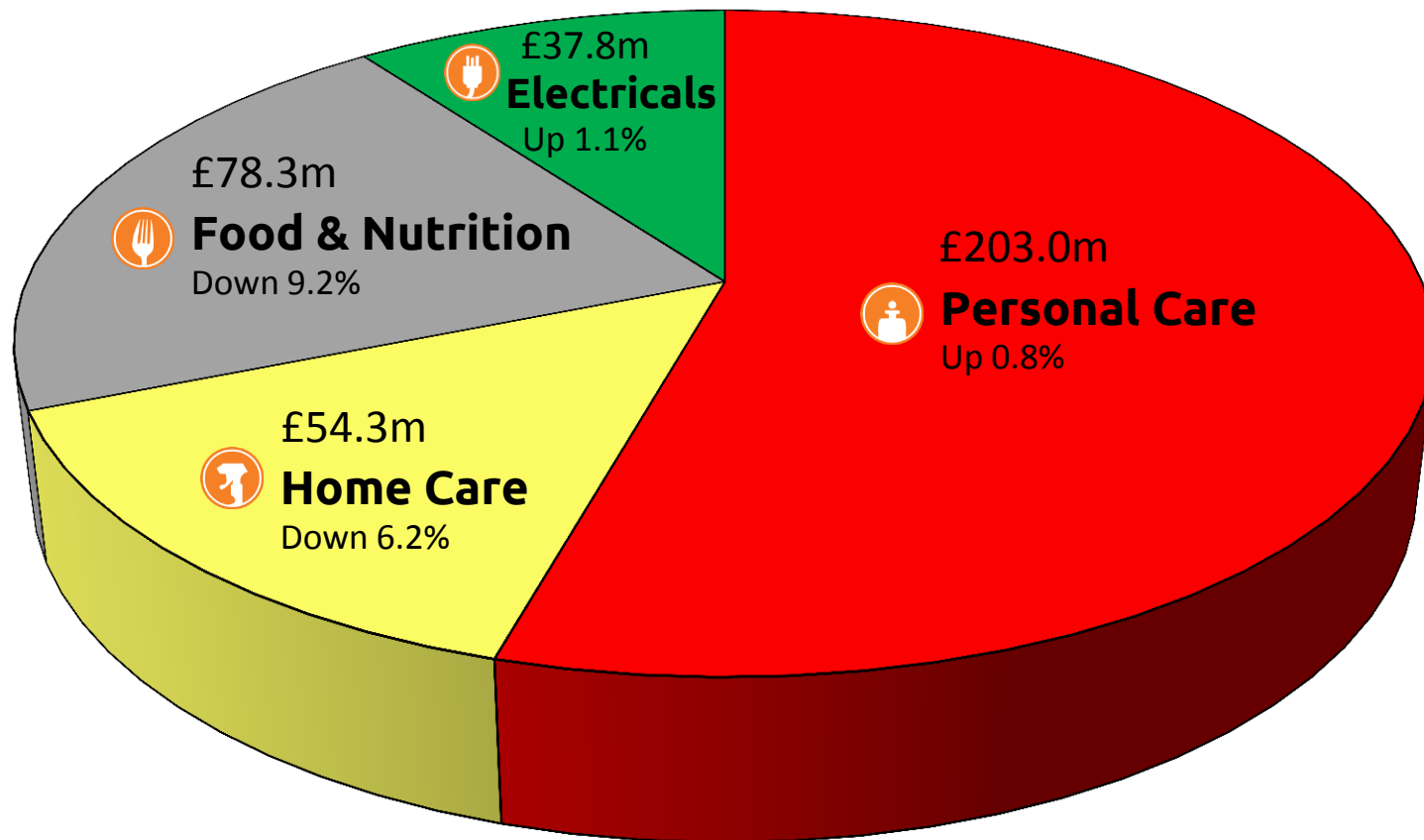
# Operating Profit Bridge (£m)



Notes:

\*Asia operating profits lower on a constant currency basis due to tough trading conditions in Australia and additional brand costs incurred in Indonesia ahead of significant product launches which are taking place in the second half of FY17.










# Category Revenue Review



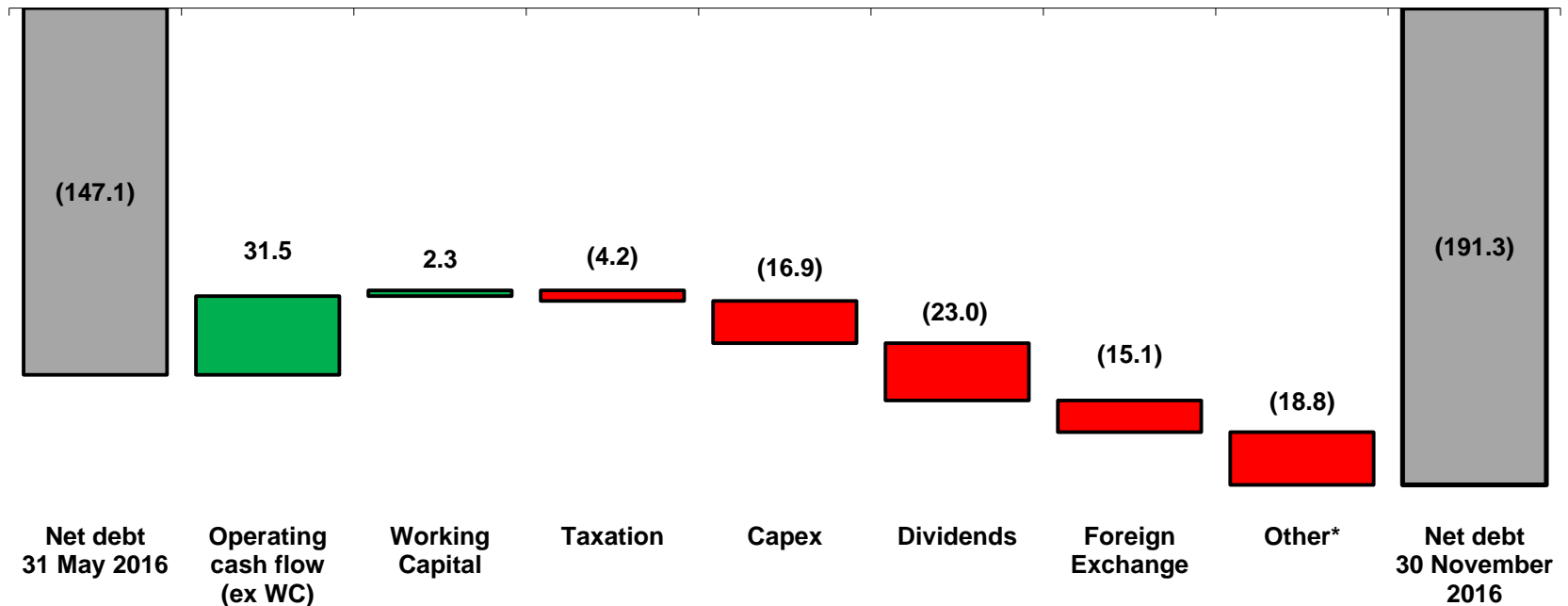
## Notes:

- Variances on a constant currency basis
- JV revenue from PZ Wilmar not included – HY17 £85.6m (HY16 £90.5m)

# Regional Financial Overview

		<b>HY17 Revenue</b>	Constant currency movement	<b>HY17 Operating Profit</b>	Constant currency movement
AFRICA		£135.7m		£11.6m	
ASIA		£107.9m		£3.7m	
EUROPE		£134.6m		£26.5m	

# Net Debt Bridge (£m)



Notes:

\* Other – Includes MI dividends (£1.5m), net interest cost (£1.6m), ESOT purchases (£1.1m) and advances of short term deposits to JV's (£14.6m)



# Regional Overview



# Africa

- Group's 130 heritage of trading in volatile environments serving us well
- All categories have performed relatively well within challenging trading environment
- Diverse product ranges and pack sizes across all categories provide wide consumer choice and meets their need for trusted local brands
- Low oil prices contributing to reduced consumer disposable income
- US Dollar liquidity in Nigeria remains poor. Approximately 40% devaluation of Naira to US Dollar in the period
- Kenya and Ghana profitability ahead of prior period
- Successful SAP go-live across the region



# Asia

- Good overall performance across all Asian markets
- In Australia, tough trading conditions remain across all categories resulting in lower levels of profitability
- New product and packaging launches for Rafferty's Garden and five:am
- In Indonesia, good revenue growth across brand portfolio
- Cussons Baby retains No1 market share
- Significant brand investment continues with the relaunch of Cussons Kids and new Imperial Leather ranges
- Overall profitability for Thailand and the Middle East ahead of prior period







# Europe

- Robust performance for UK Washing and Bathing division
- New product launches for Imperial Leather, Carex and Original Source creating great shelf presence in a challenging trading environment
- Continued growth of Carex Fun Editions handwash for children, including Love Hearts variant
- Solid performance in Poland and Greece with profitability ahead of prior period



# Europe

- UK Beauty division delivered a good performance across the period
- St.Tropez sales affected by poor summer weather
- New product launches planned for the remainder of the year across Sanctuary, St Tropez, Fudge and Charles Worthington
- Sanctuary range expansion to broaden portfolio and create new consumer base
- US market continues to play important role in Beauty division growth with St Tropez as key driver

# Summary & Outlook

-  Strength of Group's brand portfolio and innovation pipeline continues to ensure brand shares remain strong
-  Despite currency liquidity and pressure on consumer income, the brand portfolio in Nigeria is well positioned for the seasonally higher second half
-  SAP implementation on target, completion in all markets expected July 2017
-  Group's balance sheet remains strong and well placed to pursue new opportunities as they arise
-  Overall performance since the period end has been in line with expectations