

FY21  
**Financial Results**

FY22 Q1  
**Update**

## DISCLAIMER

This presentation contains certain forward-looking statements relating to expected or anticipated results, performance or events. Such statements are subject to normal risks associated with the uncertainties in our business, supply chain and consumer demand along with risks associated with macro-economic, political and social factors in the markets in which we operate. Whilst we believe that the expectations reflected herein are reasonable based on the information we have as at the date of this presentation, actual outcomes may vary significantly owing to factors outside the control of the Company, such as cost of materials or demand for our products, or within our control such as our investment decisions, allocation of resources or changes to our plans or strategy.

The Company expressly disclaims any obligation to revise forward-looking statements made in this or other presentations to reflect changes in our expectations or circumstances. No reliance may be placed on the forward looking statements contained within this presentation.

# Agenda

Key Messages

FY21 Financial Results

Q1 Trading and FY22 Outlook

Strategy Update

Q&A

# Key Messages

Jonathan Myers  
Chief Executive Officer





# Key Messages



Solid financial performance in FY21 - delivering what we said



Progress against our new strategy - more to do



Working to manage near term cost pressures - and invest behind our brands



Moving through Q1 decline to deliver our financial framework - FY22 another year of progress



Financial flexibility to invest in growth and maintain a sustainable dividend - FY21 up +5%

# FY21 Financial Results

Sarah Pollard  
Chief Financial Officer

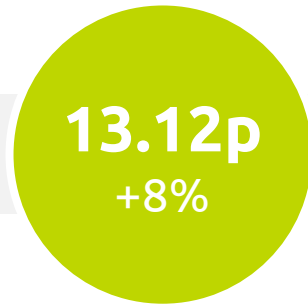


# Financial Review

Adjusted EPS growth and dividend increased



Adjusted PBT \* of £68.6m, up +11% - ahead of consensus



Adjusted basic EPS \* of 13.12p, up +8%



Statutory loss after tax of £(16.6)m - due to historical FX on disposal of loss-making Nutricima



Continued Balance Sheet discipline with Net Debt of £30.7m (FY20: £49.2m)

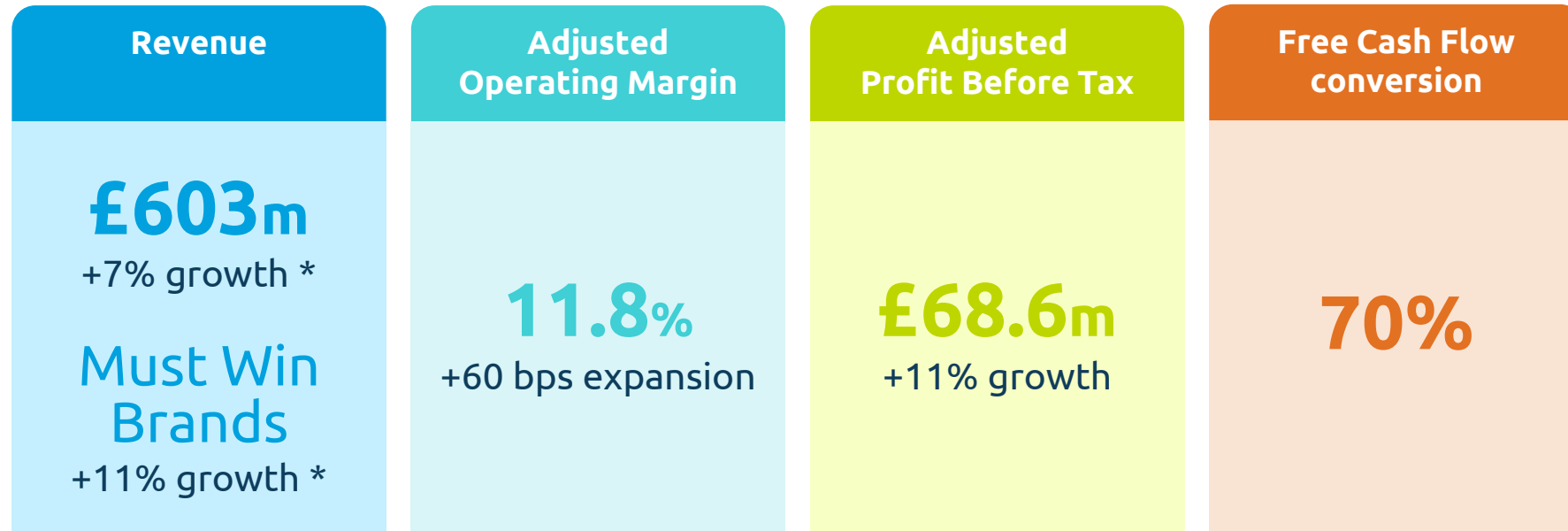


Final dividend of 3.42p, making a total of 6.09p (+5%) for the full year

\* continuing operations

# Operating and Financial Highlights

Revenue growth, improved profit margins and balance sheet discipline



\* organic growth shown at constant currency and adjusted for the impact of acquisitions and disposals



# Europe and Americas

Hygiene demand and Beauty growth, coupled with increased marketing investment

## Highlights

Carex growth and retained category leadership

Original Source and Imperial Leather decline

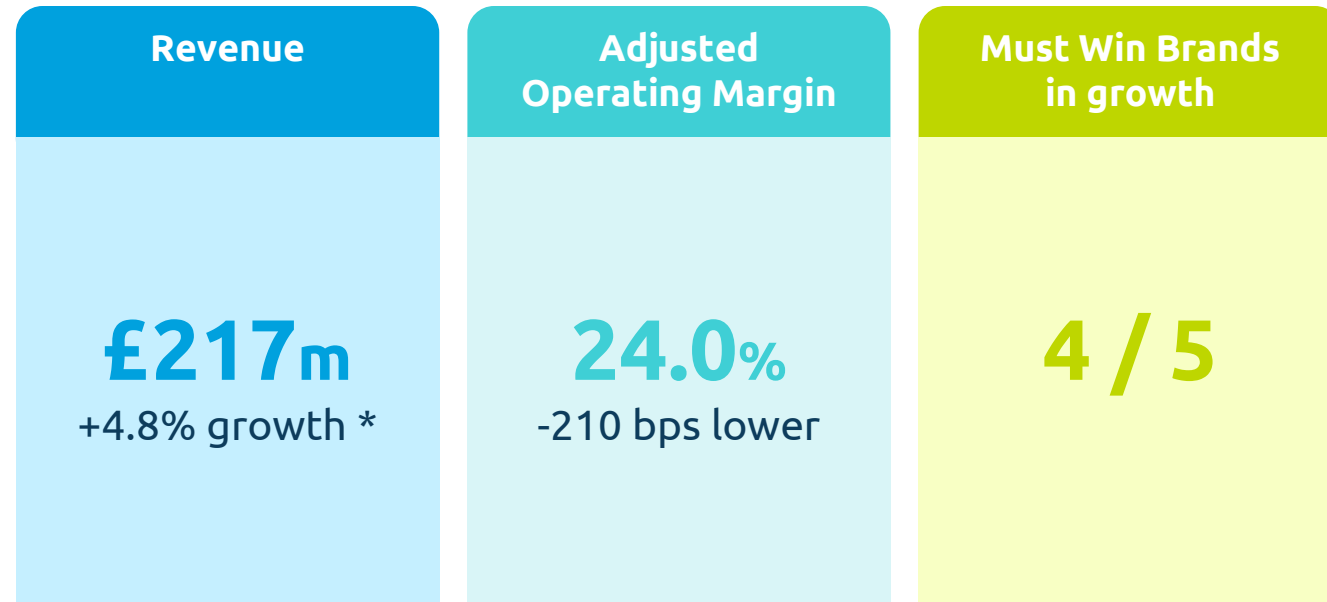
Strong Beauty growth

St. Tropez Ashley Graham influencer campaign

Sanctuary Spa performance

E-commerce momentum

Gross margin improved



\* organic growth shown at constant currency and adjusted for the impact of acquisitions and disposals

# Asia Pacific

Revenue growth across each Must Win Brand and in both key markets



\* organic growth shown at constant currency and adjusted for the impact of acquisitions and disposals

## Highlights

Cussons Baby remains a market leader in Indonesia

Accessing higher margin Baby categories

Morning Fresh increased market share in Australia

Morning Fresh NPD into adjacent categories

five:am yoghurt divestment

# Africa

Strong revenue growth and a return to profitability

## Highlights

Revenue growth across all markets / categories

All leading brands grew

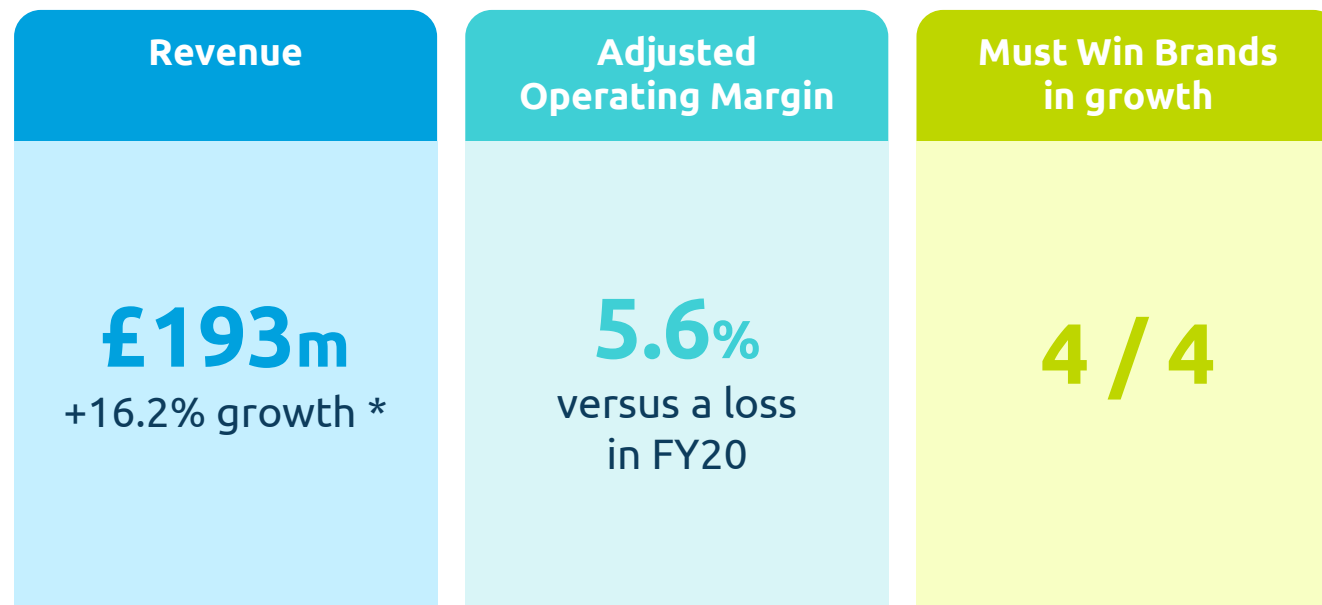
Profit margins improved

Higher profitability in PZ Wilmar joint venture

Nutricima milk divestment

Further simplification progressing well

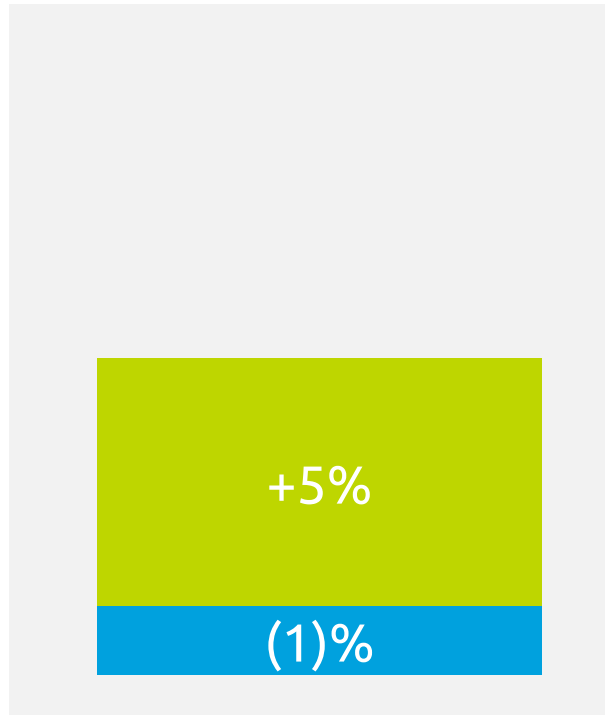
FX headwinds



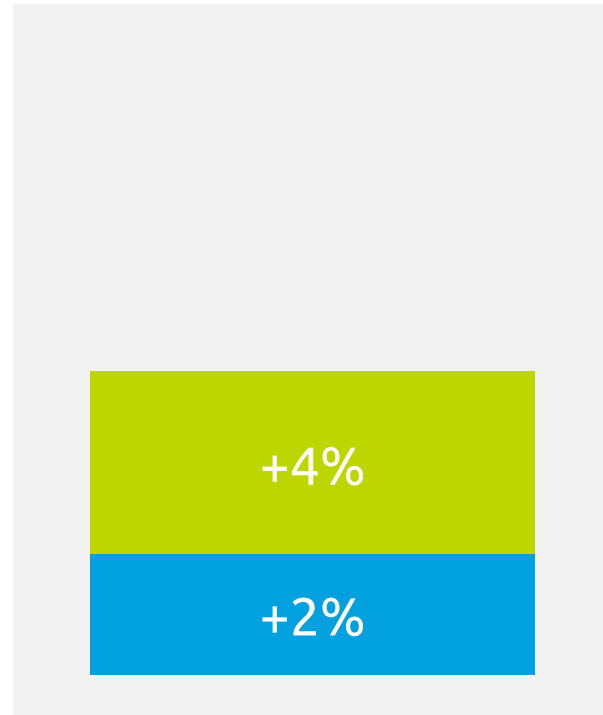
\* organic growth shown at constant currency and adjusted for the impact of acquisitions and disposals. Reported growth +3%

# Positive price / mix in all our core categories

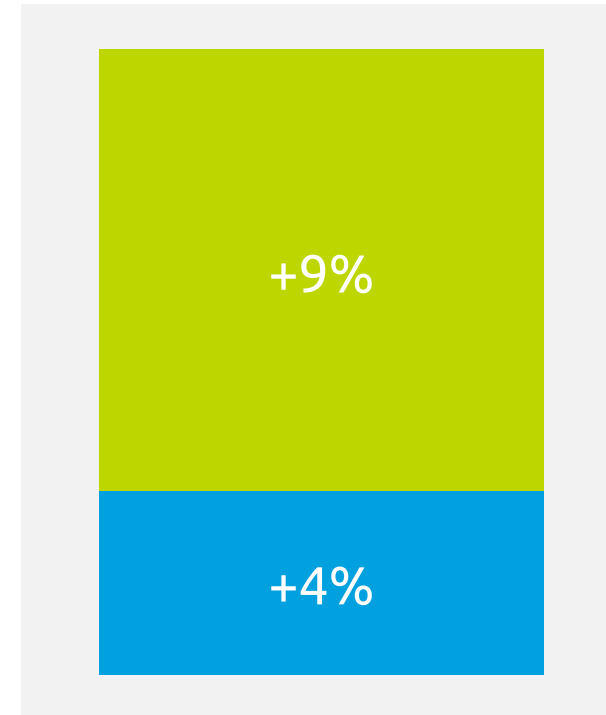
Hygiene



Baby



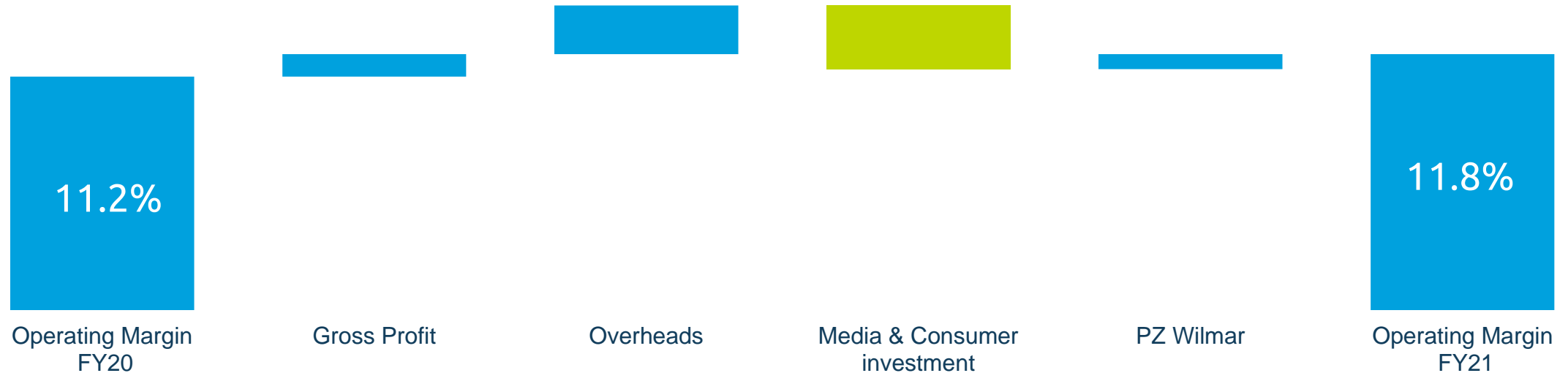
Beauty



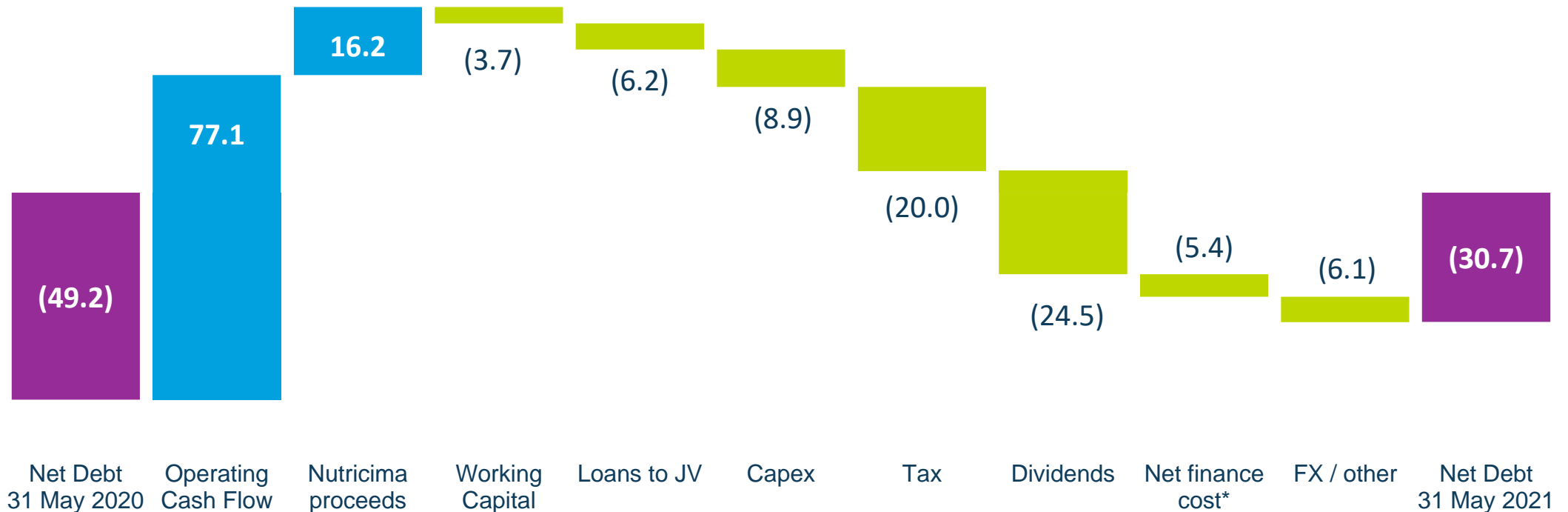
 Volume

 Price / Mix

# Gross Margin improvement and higher M&C investment



# Balance Sheet provides flexibility for increased investment



\* including IFRS16 lease payments



# Low to mid single-digit sustainable, profitable revenue growth

FY21 was in line with our strategic financial framework



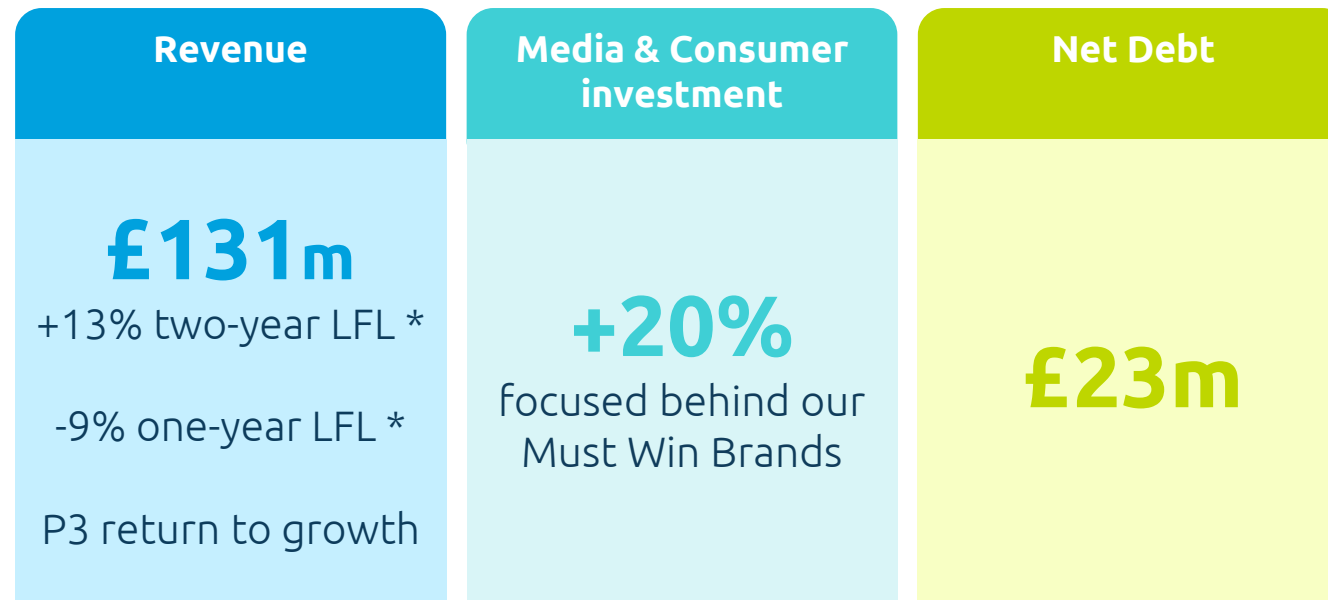
# Q1 Update and FY22 Outlook

Sarah Pollard  
Chief Financial Officer



# Q1 up against unprecedented Hygiene demand in FY21

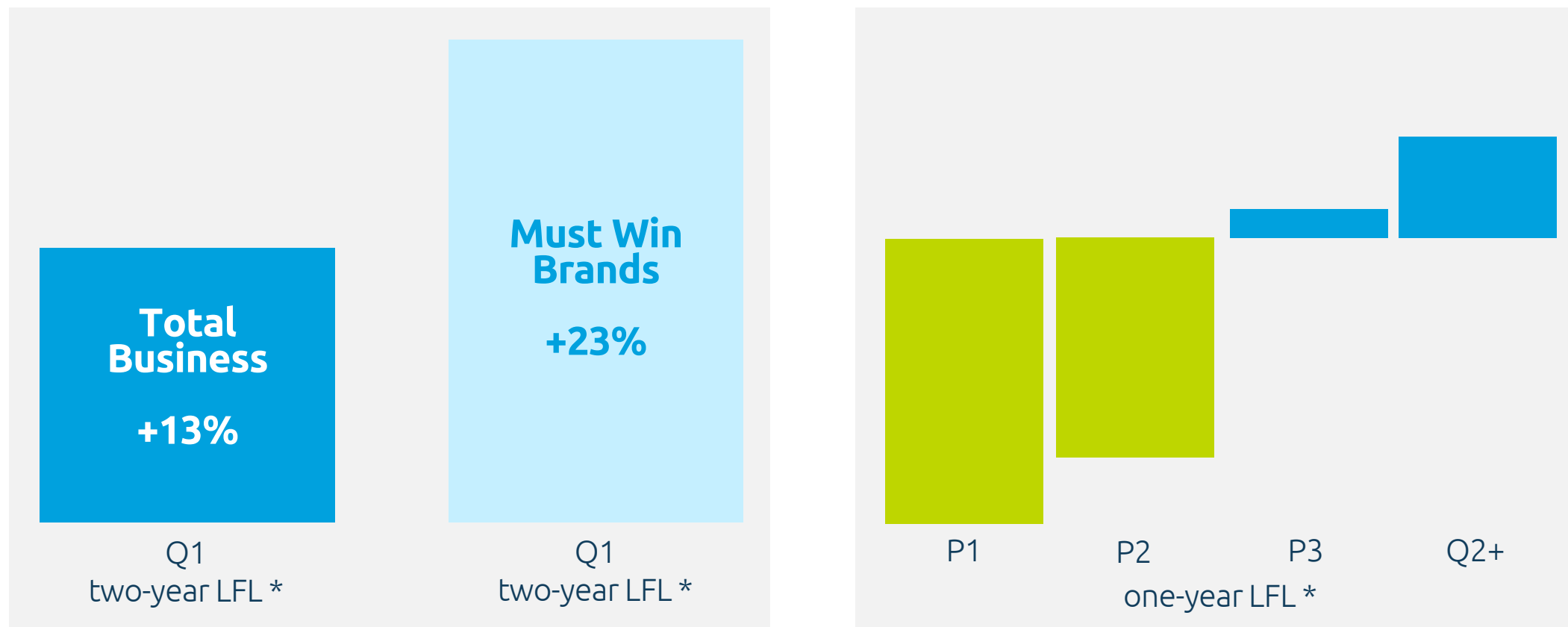
Back in revenue growth by the end of the quarter and continued strategic progress



\* organic growth shown at constant currency and adjusted for the impact of acquisitions and disposals

# Must Win Brands continue their strong momentum

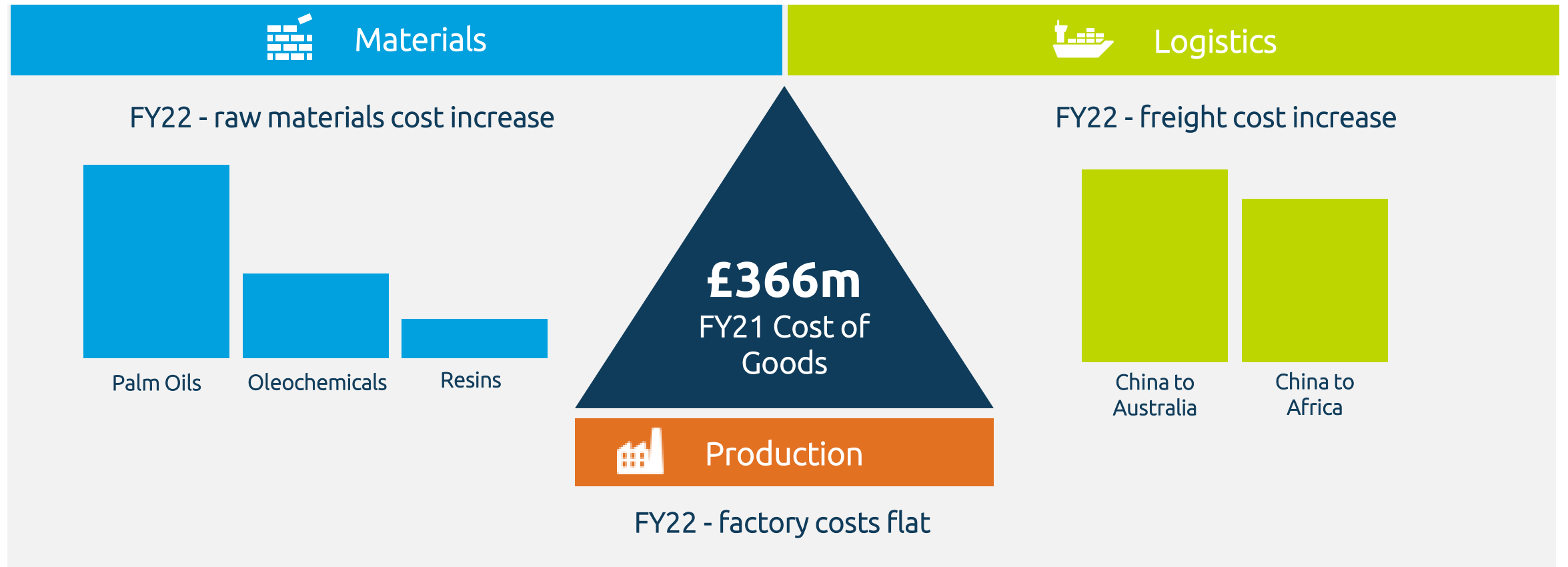
Return to total business revenue growth from Q2



\* organic growth shown at constant currency and adjusted for the impact of acquisitions and disposals

# Commodity and freight cost headwinds

Estimated COGS inflation of 9-10% in FY22





# Co-ordinated plans to protect margins

## Accelerating Revenue Growth Management initiatives

UK	AUSTRALIA / NZ	INDONESIA	NIGERIA
			
<ul style="list-style-type: none"> <li>Selected price increases</li> <li>Beauty portfolio mix</li> <li>Price promotional efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Selected price increases</li> <li>Good / Better / Best portfolios</li> <li>Price promotional efficiency</li> </ul>	<ul style="list-style-type: none"> <li>Price increases across all leading brands</li> <li>Driving category mix</li> <li>Pack Price Architecture</li> </ul>	<ul style="list-style-type: none"> <li>Price increases across all leading brands</li> <li>Driving category mix</li> </ul>

Supply Chain cost reduction initiatives across all markets



# FY22 Outlook



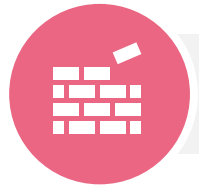
Expecting a return to revenue growth from Q2



Volatility remains from Covid-19 and supply chain disruption



Co-ordinated efforts underway to navigate commodity and freight cost pressures



Continuing to invest behind our brands



Low to mid single-digit revenue growth and adjusted PBT within current range of expectations

# Strategic Update

Jonathan Myers  
Chief Executive Officer



# Delivering for all our stakeholders in difficult times

Keeping our  
employees safe



Serving our  
consumers



Partnering our  
communities



Meeting our financial  
commitments



# Building brands for life.

Today and for future generations.

We build brands to serve consumers better with Hygiene, Baby and Beauty at our core

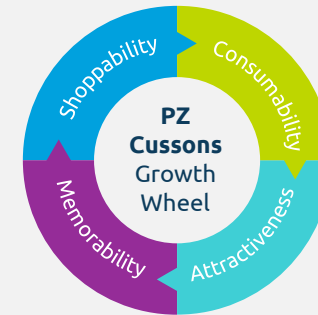
Low to mid single-digit sustainable, profitable revenue growth

Where to play

Focus on leading brands  
in priority markets

How to win

PZ Cussons  
Growth Wheel



Sustainability

Culture












Leadership

Capabilities

Dramatically reduce complexity and enable transformation

# Focus on leading brands in priority markets

Must Win Brands revenue +11% in FY21

Europe and Americas	Asia Pacific	Africa
Carex 	Cussons Baby 	Morning Fresh 
Original Source 	Morning Fresh 	Premier 
St. Tropez (US) 		Joy 
St. Tropez (UK) 		Cussons Baby 
Sanctuary Spa 		



# Continued strategy in action

## Must Win Brands activation

CONSUMABILITY	ATTRACTIVENESS	MEMORABILITY	SHOPPABILITY
<p>Best in class formulation</p> <p>Developed in-house</p> <p>Natural and Sustainable</p>	<p>Driving growth of high margin categories</p>	<p>Strengthened awareness, relevance and brand equity</p> <p>Disruptive digital-first activation</p>	<p>Route to market optimisation</p> <p>Influencer-led social media activation</p>
		<p>ST. TROPEZ</p>	



# Progressing our key strategic initiatives



## What we have already done

Further reduced our environmental footprint - water / waste

Started our ambitious journey towards B Corporation certification

Launched Business Code of Conduct

## What we will do next

Holistic review of all sustainability metrics, including packaging

Fully develop our roadmap to B-Corp

Engage externally on ESG commitments



Divested Food & Nutrition businesses

Africa simplification - closed electrical retail stores, halved our supplier base, consolidated distribution centres, delisted from Ghana Stock Exchange

Optimise our SKU count

Continue to simplify our Nigeria operations

# Continuing to invest in capabilities and evolve our culture



What we have already done	What we will do next
Improved employee engagement scores	Refresh and launch our new values
Defined our new company purpose	Upgrade people processes and systems

## Leadership and Capabilities



Joanna Gluzman  
Chief Sustainability Officer



Andrew Geoghegan  
Chief Marketing  
Transformation Officer

Continued to build the Executive Team and appointed new Leaders at all Levels	Launch internal talent development programmes
Invested in Digital resource	Establish Brand Building capabilities and accelerate Revenue Growth Management

# Summary



Solid financial performance in FY21 - delivering what we said



Progress against our new strategy - more to do



Working to manage near term cost pressures - and invest behind our brands



Moving through Q1 decline to deliver our financial framework - FY22 another year of progress



Financial flexibility to invest in growth and maintain a sustainable dividend - FY21 up +5%

# Q&A

