

WE ARE A BRANDED CONSUMER GOODS BUSINESS.

With nearly 140 years of heritage, we employ over 2,600 people across our operations in Europe, North America, Asia Pacific and Africa. Since our founding in 1884, we have been creating products to delight, care for and nourish consumers. We are building on these foundations with our strategy and business transformation, as we look to the future.

£656.3m

revenue in FY23

nearly **140 yrs**

of heritage

6.1%

LFL revenue growth in FY23

3

core categories

2,600+

employees

4

priority markets



MUST WIN BRANDS (48% OF FY23 REVENUE)¹

- Competitive brand investment levels
- Strong innovation pipeline
- Focus for commercial capabilities
- Validated, repeatable growth wheel
- Robust and regular management review.



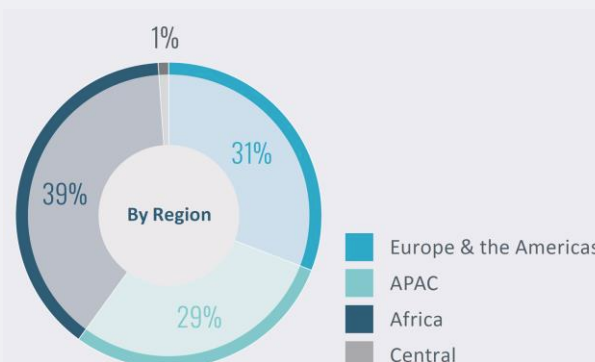
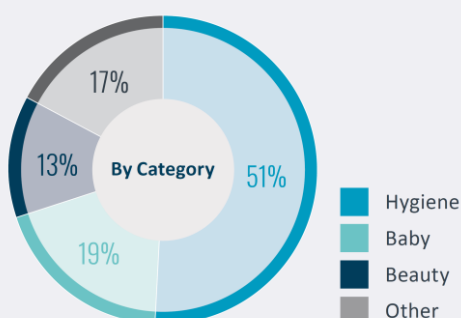
ST TROPEZ

PORTFOLIO BRANDS (52% OF FY23 REVENUE)¹

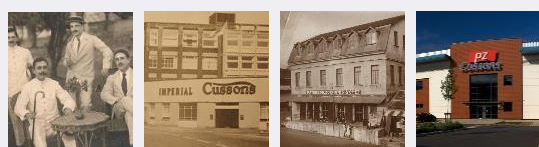
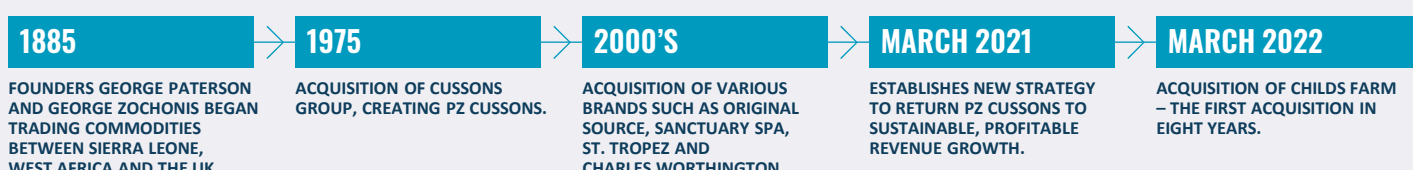
- Brilliant execution
- Clear role for each brand
- Resources tailored to specific role
- Incubator support for brands with further potential.



FY23 REVENUE SPLIT



OUR HISTORY



- Core members of the founding families of Paterson and Zochonis families, and associated trusts, continue to hold approximately 43.13% of the issued share capital of the Company (as of 31 May 2023).
- This Concert Party (as defined under the Listing rules) has no Board representation, and is not involved in either day-to-day management, or strategic decision-making, in accordance with the relationship agreement which has been in place since 2014.

¹ Excluding Group central revenue. Information as at December 2023

PZ CUSSONS ALLOWS INVESTORS TO CAPITALISE ON ATTRACTIVE MARKET TRENDS IN THE CONSUMER GOODS SECTOR, PARTICULARLY IN THE EMERGING MARKETS OF ASIA AND AFRICA.

With leading brands and renewed clarity on 'where to play' and 'how to win' choices, we are transforming our business through focused investment and simplification. Our actions will build a higher growth, higher margin, simpler and more sustainable business.

1. PORTFOLIO OF LEADING BRANDS

Our brands typically lead in our chosen markets and categories, frequently outperforming the brands of our global competitors and private label.



#1 in Hand Hygiene



#1 in Manual Dishwash



#1 in Family Soaps



ST. TROPEZ

#1 in Prestige Tanning



2. EXPOSURE TO RAPIDLY GROWING CATEGORIES AND MARKETS

We operate in attractive categories of Hygiene, Baby and Beauty. We have a unique presence in rapidly growing emerging markets and, with our multi-local presence, believe we are better placed to understand customer, consumer and market dynamics than our peers.

Nigeria

400m

people by 2050 = 3rd most populous country globally (217m today)

Indonesia

12%

annual growth in Baby personal care market¹

12m

babies born, in total, in Nigeria and Indonesia annually

3. CLEAR STRATEGY TO TRANSFORM THE BUSINESS

In support of our brand-building, we are investing in foundational capabilities fuelled by simplifying the portfolio and operations; this creates both near-term and long-term opportunities for profitability improvements.

OUR STRATEGY IN ACTION



Build Brands

Awareness and consumer loyalty



Serve Consumers

Winning where the shopper shops



Reduce Complexity

Simplifying our operations and portfolio to improve returns and reduce risk



Develop People

Investing in our teams to strengthen capabilities



Grow Sustainably

Acting in the right way for long term growth

4. A STRENGTHENED MANAGEMENT TEAM

We have a largely new Executive Leadership Team, composed of individuals who, together, have decades of blue-chip FMCG experience. Our teams are constantly raising the bar on improved performance and culture.

5. STRONG BALANCE SHEET AND FINANCIAL DISCIPLINE

Our strong balance sheet allows us to take advantage of inorganic opportunities.

OUR MANAGEMENT TEAM



Jonathan Myers
Chief Executive Officer
since 2020



Sarah Pollard
Chief Financial Officer
since 2021



SHARE PRICE

Ticker	Share price (p)	52 week high/low (p)*	Market cap (£m)*
PZC LN	143.1	223.0 / 124.4	613.4

Simon Whittington
IR and Corporate Development Director
Simon.Whittington@pzcussons.com
+44 (0) 7711 372 928

Sources: Market positions for Carex, Morning Fresh and Premier are based on Nielsen. St. Tropez is based on Circana Population and birth rates data are from Statista and worldpopulationview.com.

1 Euromonitor, 2021-26 *As at 28.11.23