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

6.1%

LFL revenue growth in FY23

2,600+

Employees

nearly 140 yrs

of heritage

3

Core categories

4

Priority markets

**MUST WIN BRANDS (48% OF FY23 REVENUE)**

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

**PORTFOLIO BRANDS (52% OF FY23 REVENUE)**

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

**FY23 REVENUE SPLIT**

By Category

- Hygiene
- Baby
- Beauty
- Other

- 51%
- 17%
- 13%
- 19%

By Region

- Europe & the Americas
- APAC
- Africa
- Central

- 31%
- 39%
- 1%
- 29%

**OUR HISTORY**

1885

Founders George Paterson and George Zochonis began trading commodities between Sierra Leone, West Africa and the UK.

1975

Acquisition of Cussons Group, creating PZ Cussons.

2000’s

Acquisition of various brands such as Original Source, Sanctuary Spa, St. Tropez and Charles Worthington.

March 2021

Establishes new strategy to return PZ Cussons to sustainable, profitable revenue growth.

March 2022

Acquisition of Childs Farm – the first acquisition in eight years.

- 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.
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.

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.

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

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

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