



11th February 2026

CAPITAL MARKETS EVENT

PZ Cussons announces renewed Group strategy

PZ Cussons plc ("PZ Cussons" or "the Group") is today hosting a Capital Markets Event for analysts and investors, setting out the Group's renewed strategy.

The presentation will show how PZ Cussons is set to deliver sustainable shareholder value by building winning portfolios of locally-loved brands across four lead markets, balanced between developed and emerging economies. There will be updates on brand-building and innovation and a deep dive into the Africa business.

The afternoon will be hosted by Jonathan Myers, CEO, and will include presentations from Paul Yocum, Chief Growth & Marketing Officer, Sharon Goodall, Global Director of R&D and Sustainability and Oghale Elueni, Managing Director of Africa Consumer Business.

The presentations will show that PZ Cussons is now a more focused and more resilient business, targeting double-digit total shareholder returns through the cycle, based on:

- Building winning portfolios of locally-loved brands across four lead markets
- Leveraging strong go-to-market capabilities and manufacturing scale
- A portfolio balanced between developed and emerging markets, with plans in place to mitigate future risk in Nigeria
- A strengthened balance sheet, with a progressive dividend and the opportunity for bolt-on M&A.

With a clear right to win, the presentation will also outline a new financial and value creation framework where, through the cycle, the Group will target:

- Mid-single-digit % like for like revenue growth;
- High single digit operating profit growth (at constant currency); and
- High single-digit EPS growth (at reported currency).

Combined with the capital allocation policy set out below, this is expected to deliver double-digit total shareholder return through the cycle.

The Group's capital allocation policy which defines the use of surplus cash after re-investment in the business is as follows:

1. Net debt / EBITDA to be in the range of 1.0-1.5x, excluding cash held in Nigeria;
2. A progressive dividend;
3. Bolt-on M&A, prioritising UK and Australia, to be considered alongside cash returns to shareholders.

Jonathan Myers, Chief Executive Officer, said: "We are setting out plans in our Capital Markets Event to deliver sustainable shareholder value, building winning portfolios of locally-loved brands in four lead markets. This follows the conclusion of our strategic review in December which resulted in a significantly strengthened balance sheet and a more focused and more resilient business. With a balance between developed and emerging markets and building on competitive go-to-market capabilities and manufacturing scale, we are targeting double-digit total shareholder return through the cycle."

The presentation is in person in London and will commence promptly at 14:00 (GMT). A recording will be published on the Group's corporate website following the event.

Institutional investors who would like to attend the event should register their interest with PZCussons@headlandconsultancy.com.

No further price-sensitive information will be provided at the event.

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About PZ Cussons

PZ Cussons is a listed consumer goods business headquartered in Manchester, UK, employing just under 2,500 people internationally. Since our founding in 1884, we have been creating products to delight, care for and nourish consumers. We are focused on our lead markets of the UK, ANZ, Nigeria and Indonesia across the core categories of Personal, Home and Baby Care. Our locally-loved brands include Carex, Childs Farm, Cussons Baby, Imperial Leather, Morning Fresh, Original Source, Premier, Sanctuary Spa, Stella and St.Tropez. Sustainability and the wellbeing of our employees and communities everywhere are core to what we do and captured by our purpose: For everyone, for life, for good.