



Croda International Plc Accelerating growth in Consumer Care

29 March 2022

Cautionary statement

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This review is intended to focus on matters which are relevant to the interests of shareholders in the Company. The purpose of the review is to assist shareholders in assessing the strategies adopted and performance delivered by the Company and the potential for those strategies to succeed. It should not be relied upon by any other party or for any other purpose. Forward looking statements are made in good faith, based on a number of assumptions concerning future events and information available to the Directors at the time of their approval of this presentation. These forward looking statements should be treated with caution due to the inherent uncertainties underlying such forward looking information. The user of this review should not rely unduly on these forward looking statements, which are not a guarantee of performance and which are subject to a number of uncertainties and other facts, many of which are outside the Company's control and could cause actual events to differ materially from those in these statements. No guarantee can be given of future results, levels of activity, performance or achievements.

Market information

Market sizes and growth rates are company estimates informed by a range of third party sources.

Company growth rates

Future Sector and Business Unit growth rates are management estimates.

Restatement

Sector results for the full year 2020 have been restated to reflect a change in 2021 to the Group's reporting structure.

Agenda

Agenda

- Introduction
- Accelerating growth in Consumer Care
- Scaling biotechnology
- Scaling Beauty Actives
- Strengthening Beauty Care
- Accelerating Home Care
- Unlocking the potential of Fragrances and Flavours (F&F)
- Summary

Objectives

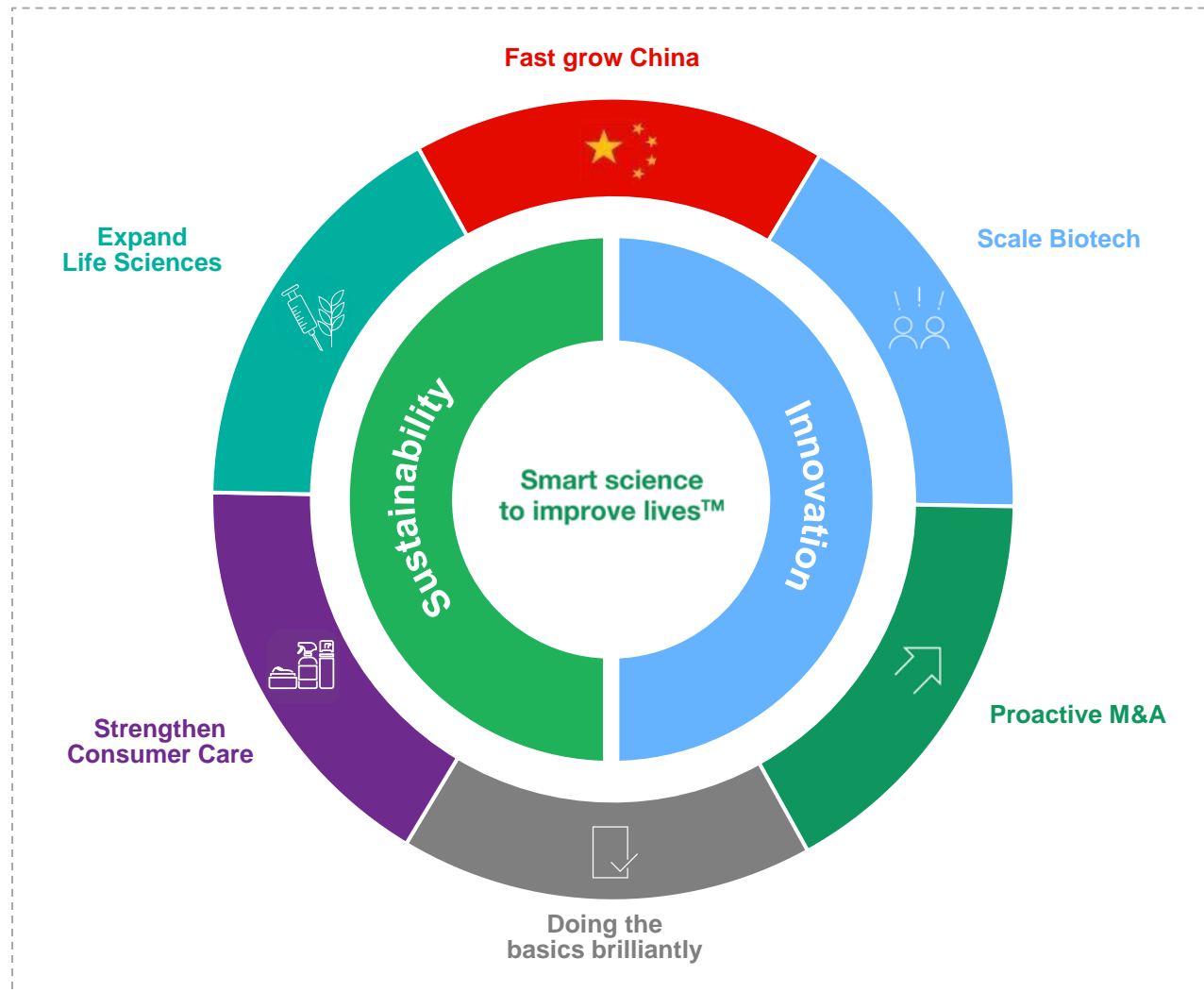
- Provide colour on breadth of opportunities in Consumer Care
- Highlight how our innovation and sustainability leadership is creating new revenue streams
- Demonstrate our confidence in delivering strong growth and synergies in F&F
- Meet the new Team

Introduction



Steve Foots – Chief Executive Officer

Our strategic priorities



Sustainability

Supporting customers' sustainability strategies through:

- Positive impact sourcing
- Ingredient transparency
- R&D – sustainable ingredients
- Low footprint manufacturing

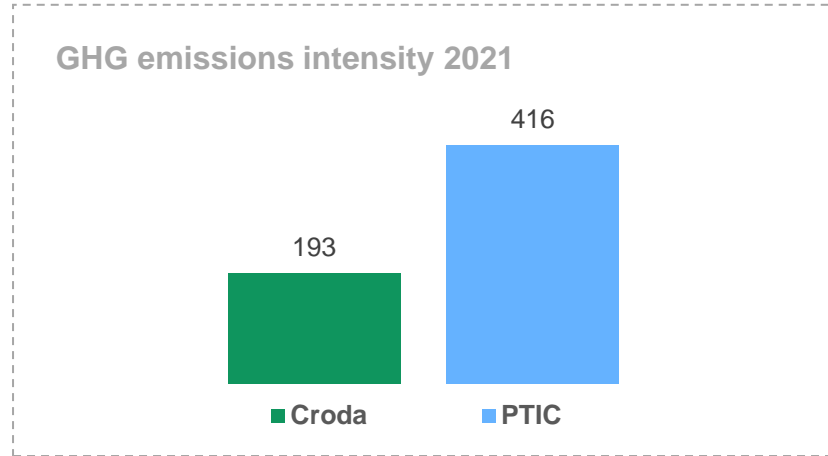
Innovation

Providing customers with critical ingredients through:

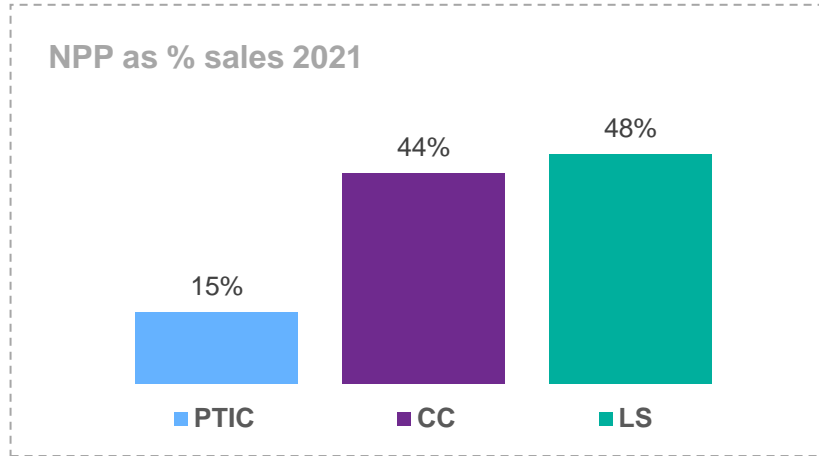
- Increased R&D investment
- Expansion in open innovation
- Rapid investment in biotechnology
- 'Big bet' innovation projects

Transitioning to a pure-play Consumer Care and Life Sciences company

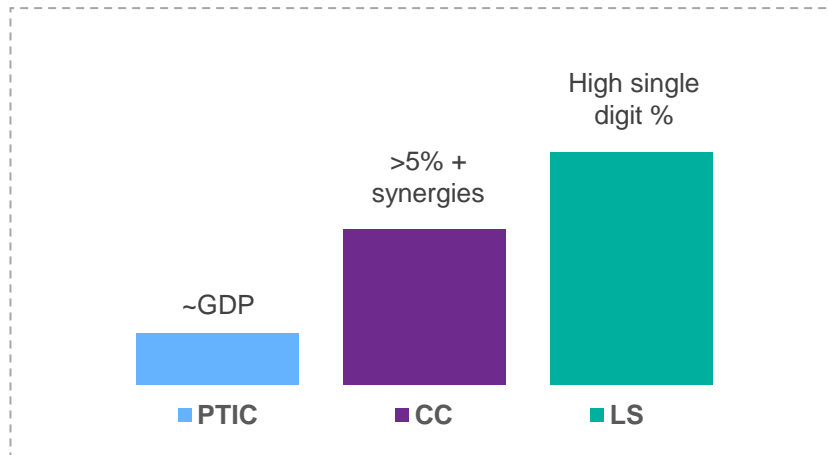
Less carbon intensive



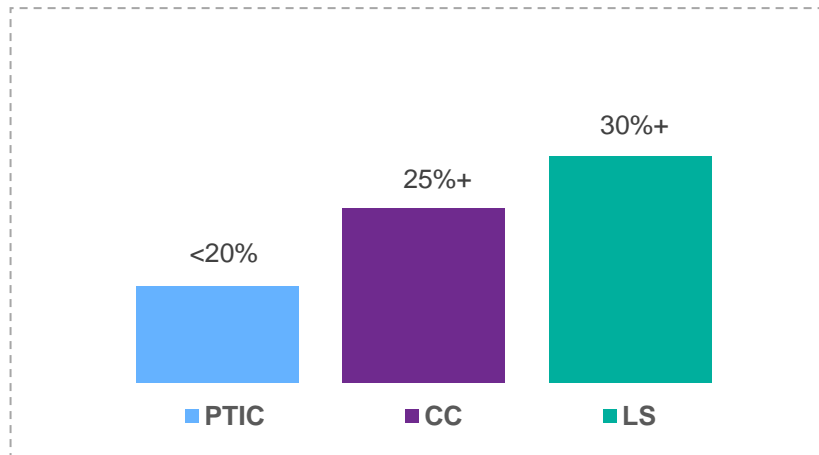
More IP



Faster sales growth*



Even stronger profit margins



Green House Gas emissions intensity is GHG emissions divided by value added (defined as operating profit before depreciation and employee costs). Performance Technologies and Industrial Chemicals (PTIC) emissions intensity based on sites to be divested and their associated value added.

Bottom graphs are medium-term expectations.
*Sales growth excludes inflation-related cost recovery.

Created 8 growth businesses – all targeting >1.5x GDP growth

Consumer Care



Beauty Actives



Beauty Care



Home Care



Fragrances and Flavours



Life Sciences

Health Care



Consumer & Veterinary Health



Patient Health

Crop Care



Crop Protection



Seed Enhancement



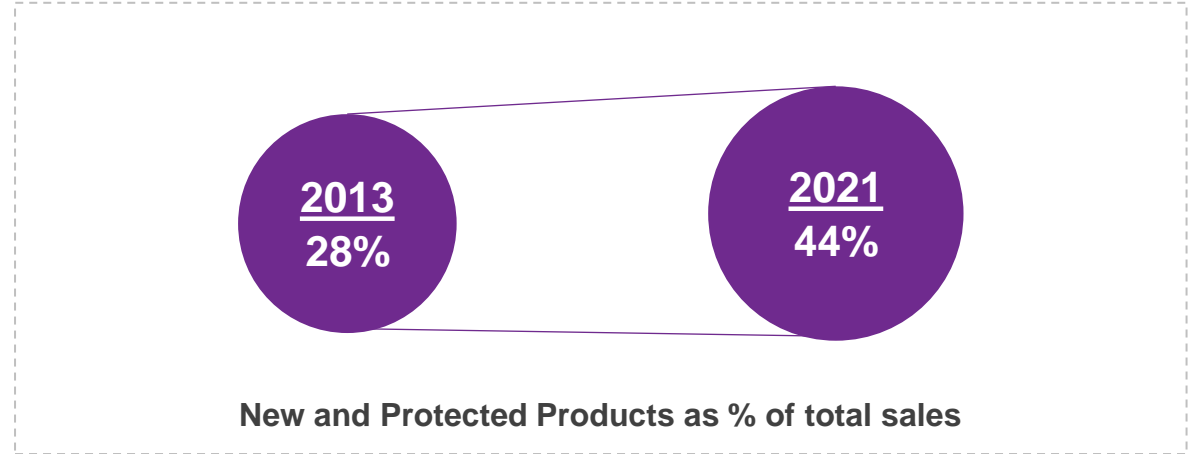
Supported by:
Industrial Specialties

Development of Consumer Care

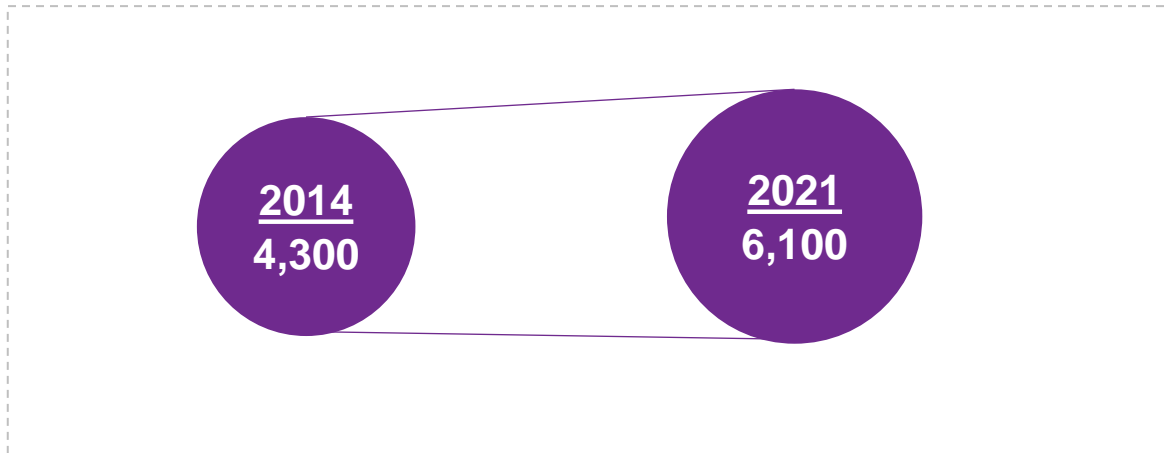
Re-shaped portfolio



More IP



Diversified customer base



Increasing exposure to fast growth countries

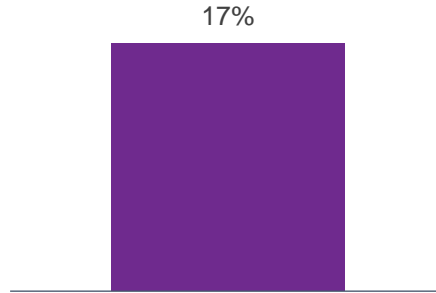


NPP is as reported for Consumer Care in 2013 and 2021

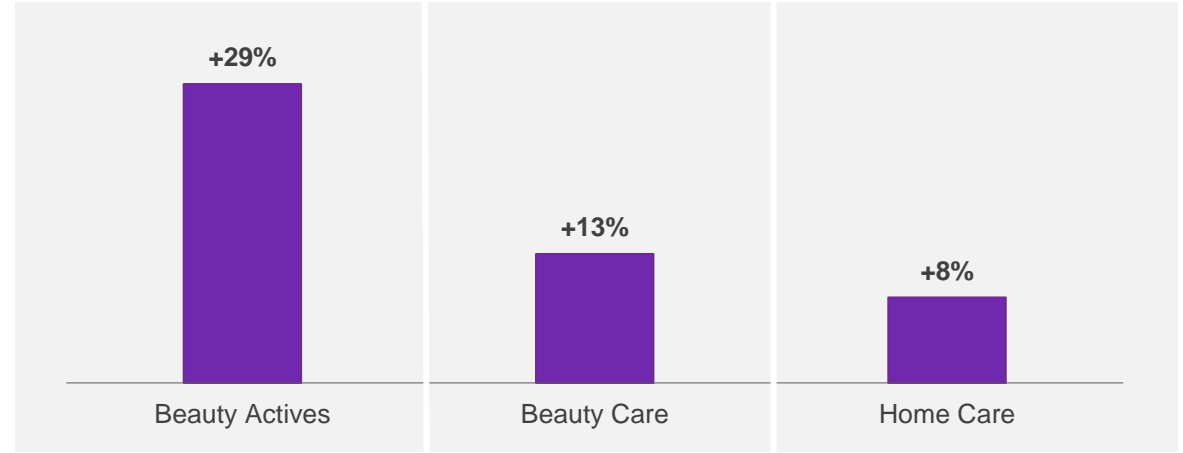
Consumer Care performance in 2021

Sales well ahead of 2019

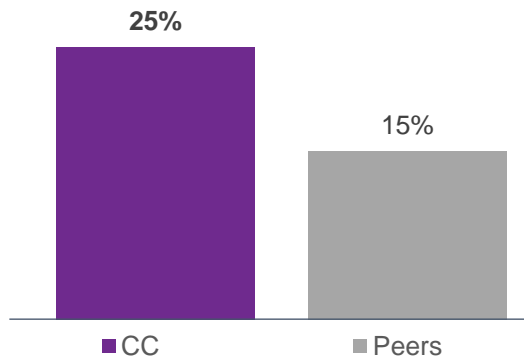
Underlying sales growth versus 2019



Excellent sales growth versus 2020



Sector-leading return on sales



Highlights

- **Excellent sales performance**
 - +18% underlying growth on 2020
 - +17% underlying growth on pre-pandemic 2019
- **Growth in NPP to 44% (2020: 38%)**
- **Strong rebound in Personal Care**
- **Continued growth in Home Care**
- **Iberchem integration on track**

Reported currency except where stated. Underlying sales are constant currency values adjusted to exclude acquisitions and disposals in the first year of impact
*Peers are Chr. Hansen, DSM, Givaudan, IFF and Symrise; EBIT margins as reported by the company based on full year 2021 reported results

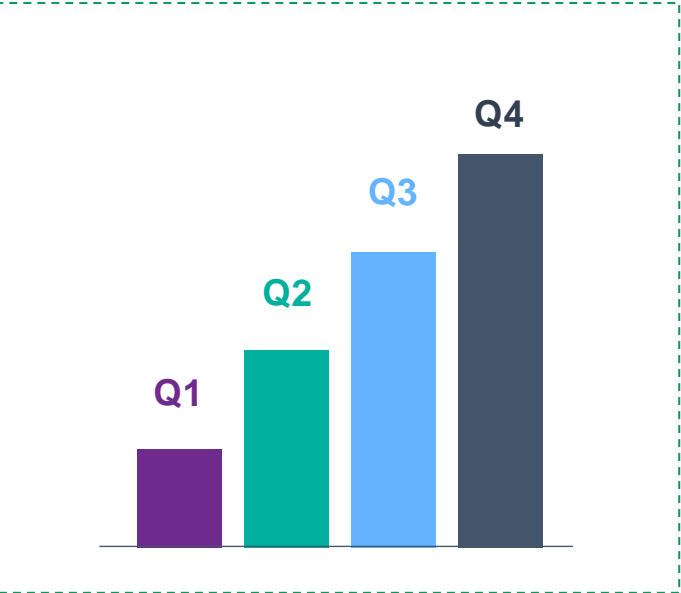
Successfully navigating a high inflation environment

Input costs

	~% sales
Raw materials	33%
Energy	2-3%
Freight	3%

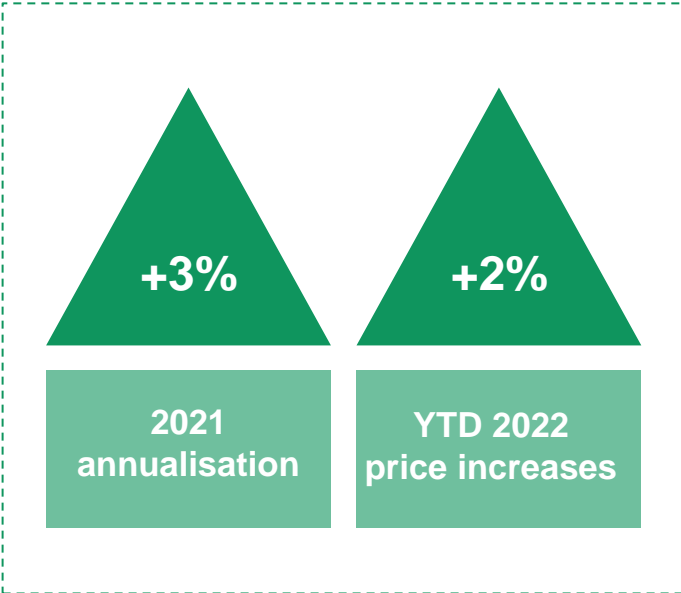
~40% costs increasing rapidly

Inflation recovery



Cost recovery every quarter

Impact on 2022 sales



Tailwind in 2022

Meet the presenters

Consumer Care



David Shannon
President, Consumer Care

Beauty Actives



Arnaud Fournial
Managing Director,
Beauty Actives

Beauty Care



Susanna Casas
Vice President Sales,
Personal Care

Innovation



Nick Challoner
Group Chief Scientific Officer

Home Care



Yong Chuan Lew
Managing Director,
Home Care

Fragrances and Flavours



Richard Butler
Senior Vice President,
F&F

Sustainability



Julia Creasey
Group Sustainability Director

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Accelerating growth in Consumer Care



David Shannon, President Consumer Care

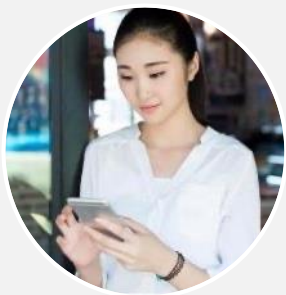
Market trends



Mega-trends driving consumers and our customers

1

Digital living



Global adoption of digital is driving demand for transparency, speed of adoption of new trends and market disruption

2

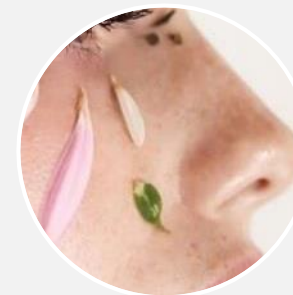
Science to build trust



Focus on mental and physical health is driving consumer demand for products with proof of effectiveness, underpinned by science

3

Sustainable ingredients



Consumers looking to make a positive contribution to living more sustainably through the products that they buy



Accelerated by generational shift

Generation Z.
Willing to pay more for purpose-led brands that meet their specific values

1. Digital living

Digital living is disrupting the market

Accelerates consumer demand for product and brand transparency

Increases speed at which new trends are adopted

Facilitates the creation of new, often independent, brands

Compresses new product development timescales

Customers need to be agile to be competitive



Customer need:

- ✓ Fast innovation
- ✓ Ready made formulations to get to market quickly
- ✓ Local customer intimacy
- ✓ Regulatory expertise

Customer objective:

Shorten time to market

Case study



Zhuben

Local China brand
Launch of make-up cleanser

Croda

Market-ready full formulation

Outcome

R&D cycle 6 months shorter



2. Science to build trust

Efficacy more important than price for consumers



Source: Euromonitor International's Beauty Survey, 2020

Customers want to promote consumer trust in their brand

Customer objective:

Enhance consumer trust in the customer brand

Customer need:

Smart science to create products & formulations with substantiated, proven claims



Case study

**THE
ABNORMAL
BEAUTY
COMPANY.**
DECIEM

“DECIEM is a science-first brand. That’s why each product concept begins in our lab and not in a marketing department.”



Matrixyl 10% + HA

★★★★★ 4.6 (115)

A high-strength peptide formulation

Case study



3. Sustainable ingredients

Sustainability is as big a driver of choice as performance



Generational shift driving demand for products that contribute to living more sustainably

Customers demanding sustainable ingredients

Case study

Move to botanicals



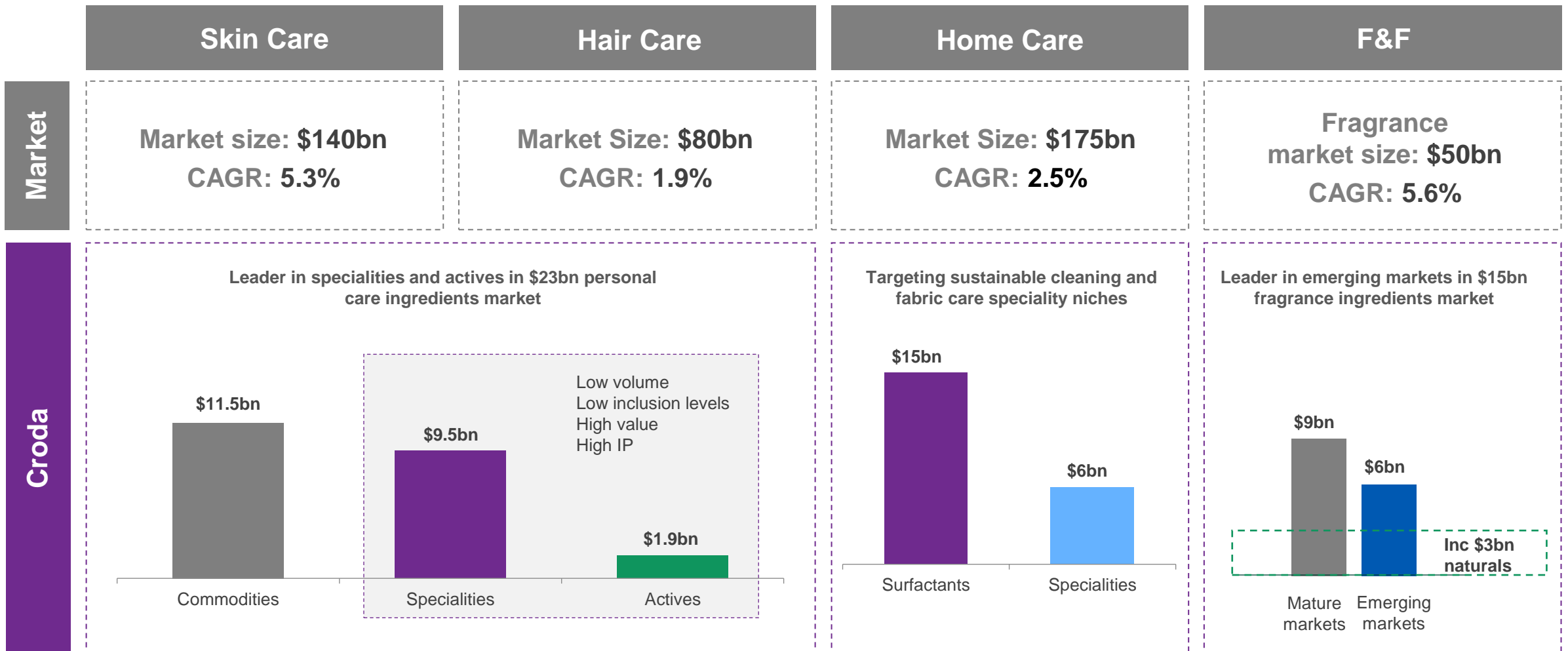
Customer demand	Customer benefit
Bio-based ingredients	Fossil-free formulations
Positive impact sourcing	Brands with purpose
Sustainable manufacturing	Reduced Scope 3 emissions
Sustainable innovation	Low footprint formulations

Product imagery from company websites

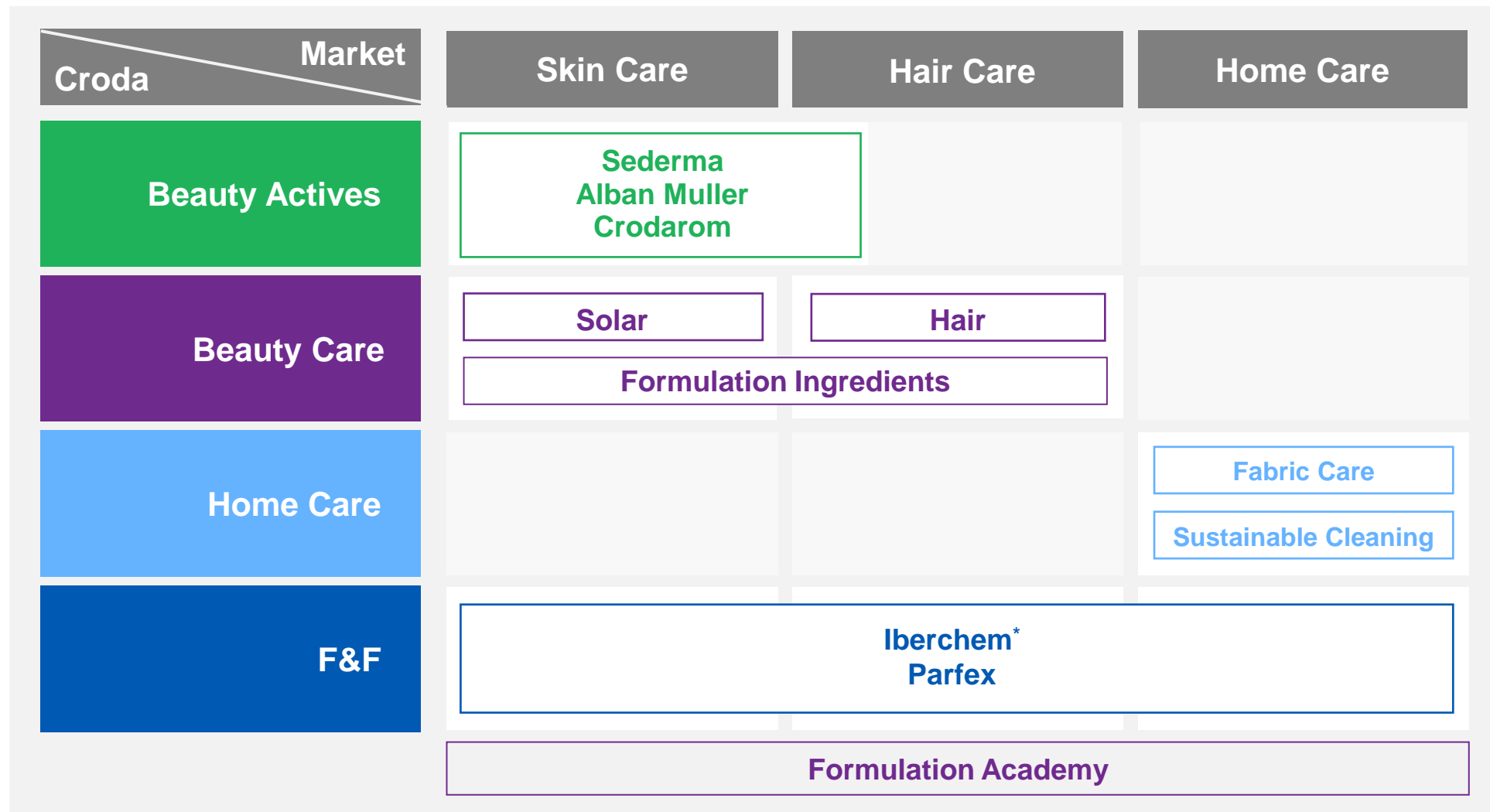
Croda's position in the market



Our highly differentiated position in the Consumer Care market

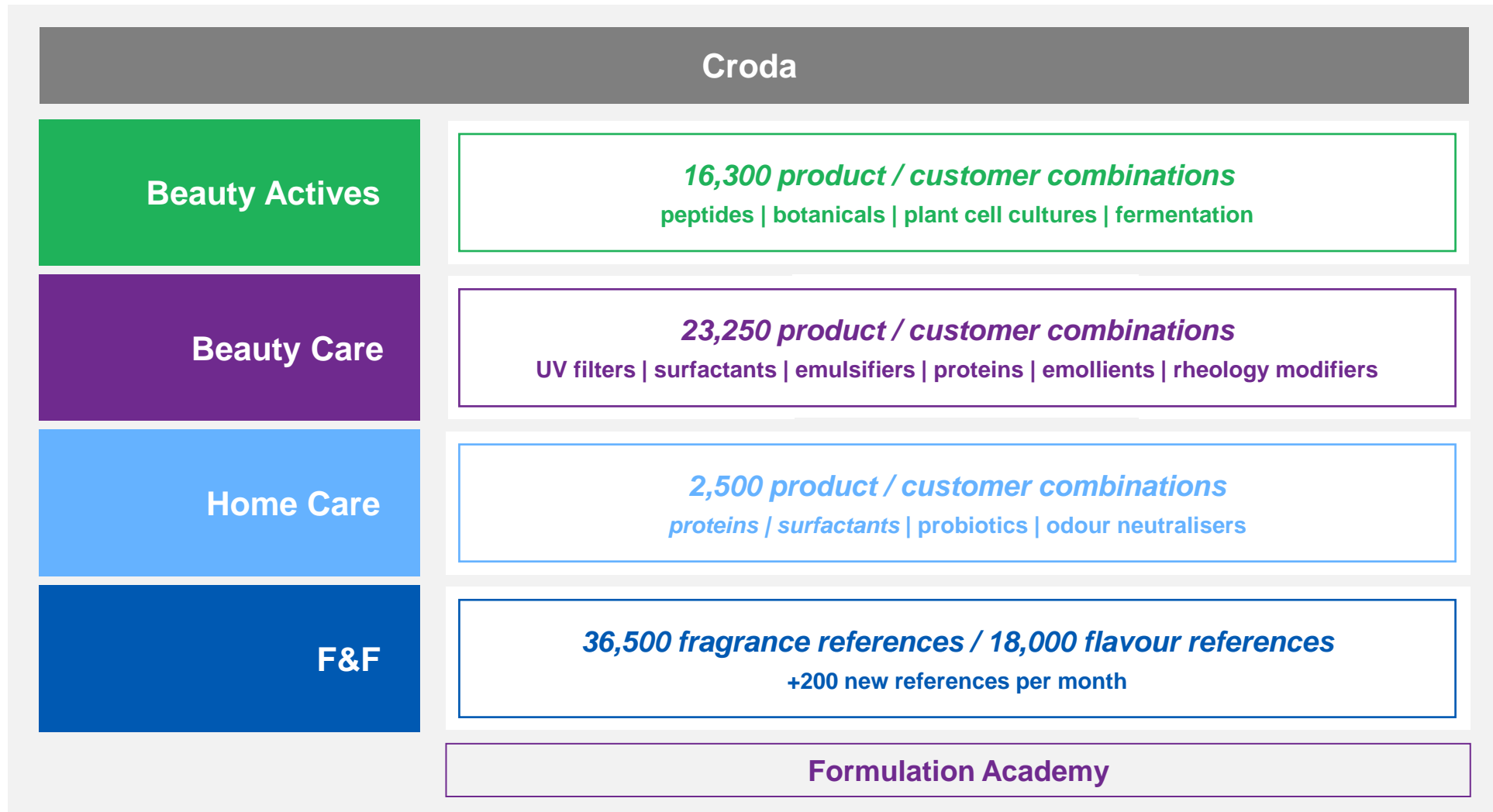


Creating more focused businesses

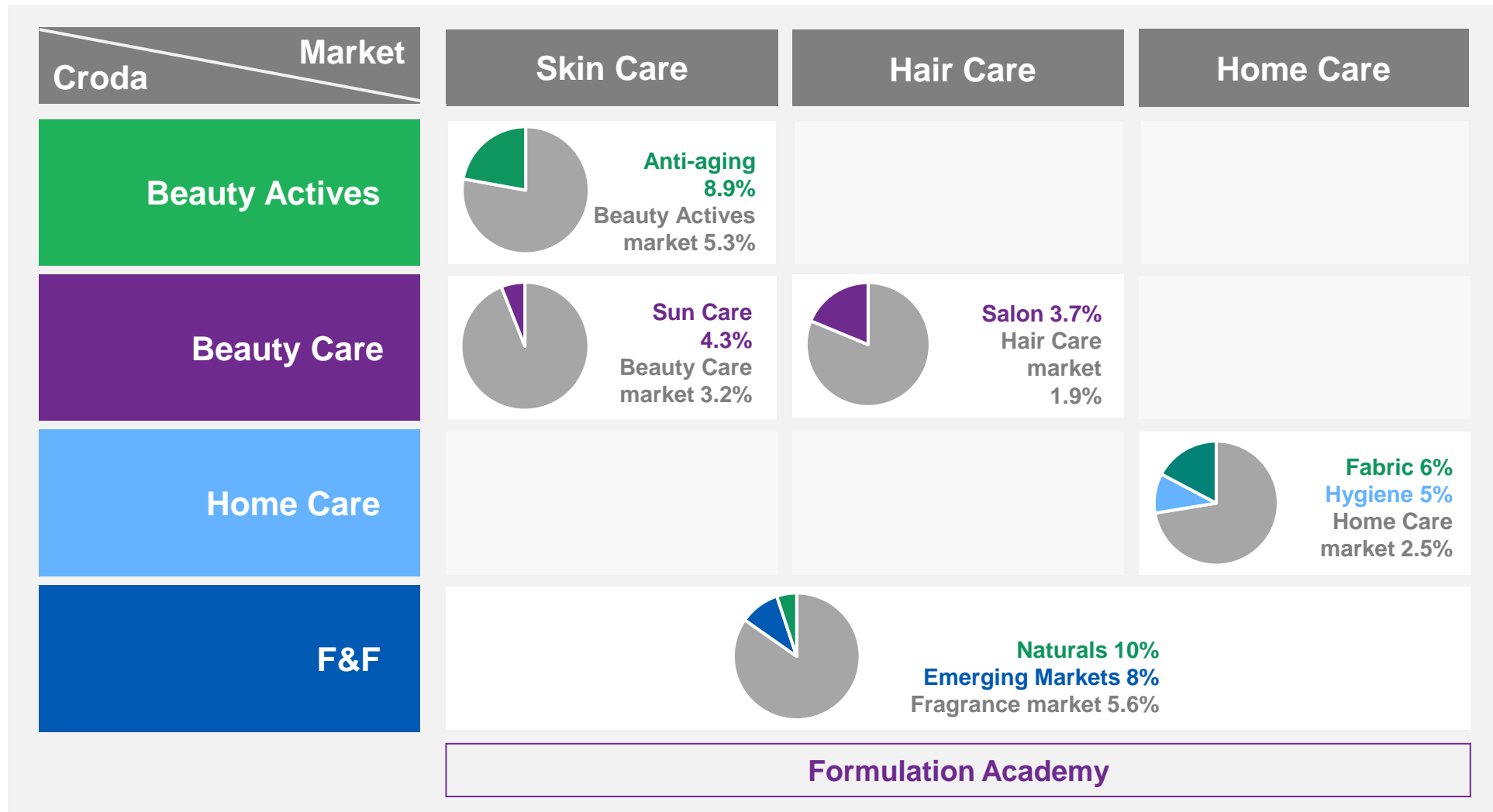


*Iberchem Group comprises Iberchem Fragrances and Scentium Flavours; flavours are sold into food and drink markets

Unrivalled breadth of technologies



Targeting high-growth niches



Key:
 Coloured segments = Croda niches
 Percentages = CAGR 2021-2025

Croda's strategy and how we will succeed



Future vision

To be the world's most **responsive, innovative** and **sustainable** solution provider in consumer care markets



Recognised #1/#2 positions –
Ingredients provider

Market leader
in prestige
Beauty Actives

Inconsistent growth
in **Beauty Care**

£750m Revenue | 25% RoS



Global leader –
Sustainable solutions
provider in premium markets

Delivering
sustainable
ingredients & data

Leading **formulation**
& application
technologies

£1bn revenue by 2025 | Improving RoS



Consumer Care strategy on a slide

Smart science to improve lives™

Croda Purpose

To be the world's most responsive, innovative and sustainable solution provider in consumer care markets

Consumer Care vision

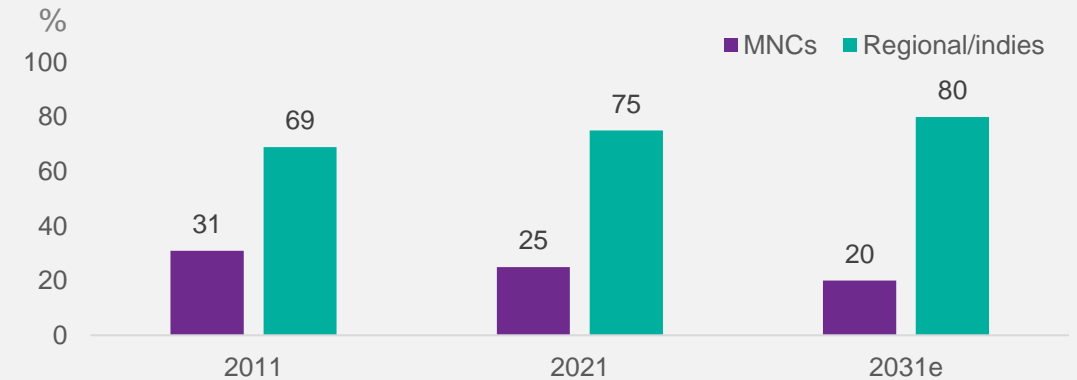


Responsive – strengthening Consumer Care through customer intimacy

Unrivalled customer intimacy

- Direct-to-customer selling model / no distributors
- Global presence – 114 countries
- 45 innovation centres
- Broad customer base – >6,000 customers

Growing share of regional/indie customers



Croda as innovation partner to regional/indie customers

- Critical active ingredient for front-of-pack performance claims
- Speciality functional ingredients
- Broad support – formulation, trends, regulations



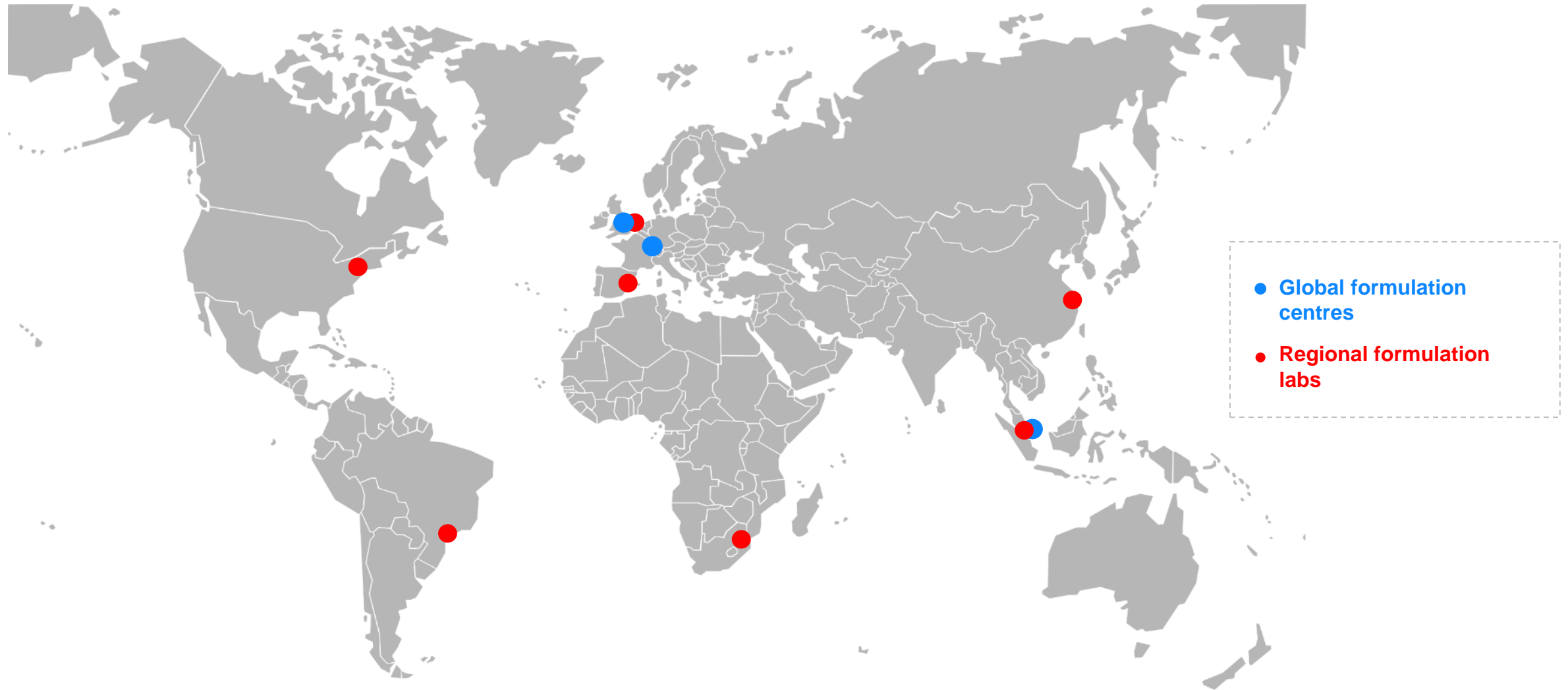
Fast to market

Case study

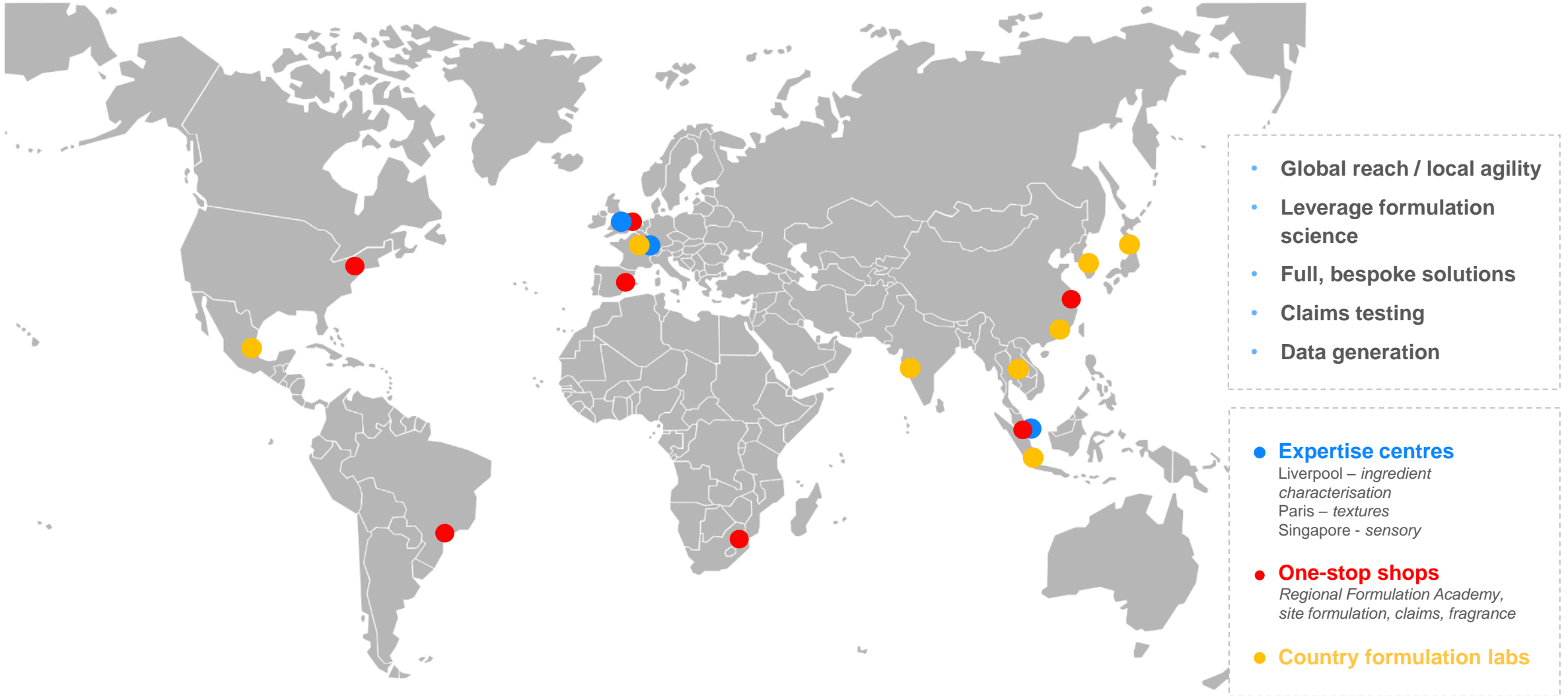
- Rapidly growing indie brand
- North Asia head office
- Salon-exclusive hair care products
- Leveraged Croda formulation design to access US market



Responsive – previous formulation capability



Responsive – formulation capability now

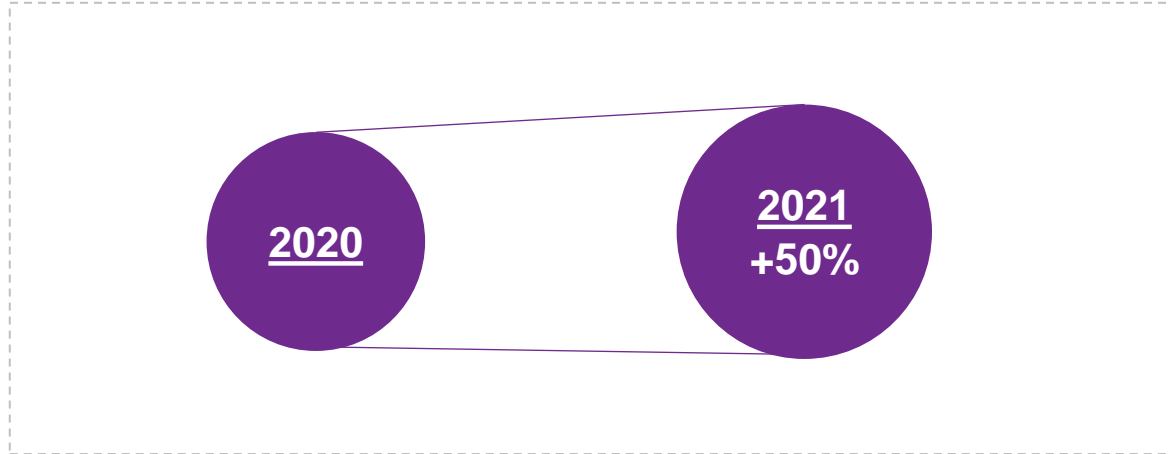


Responsive – a typical Croda formulation lab

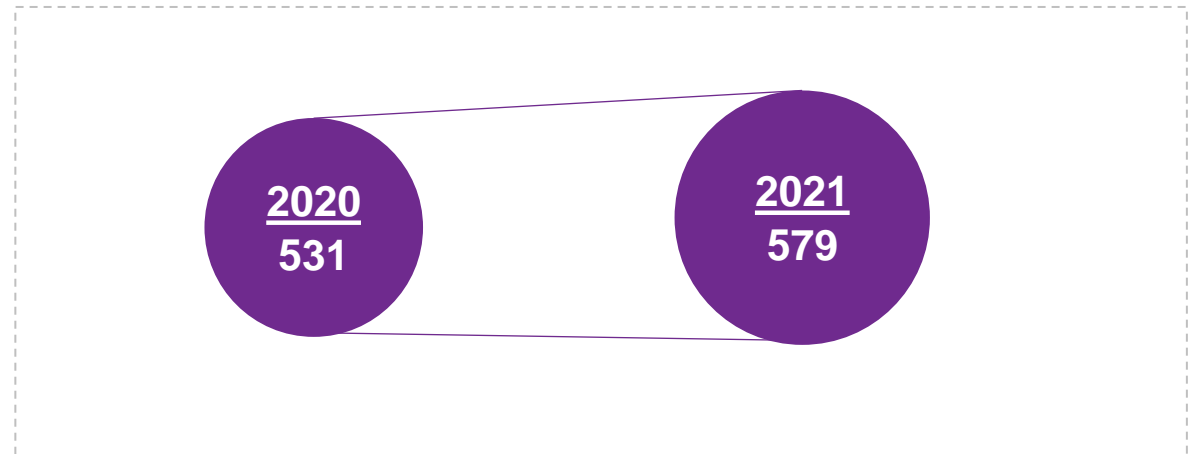


Innovative – accelerating innovation in Consumer Care

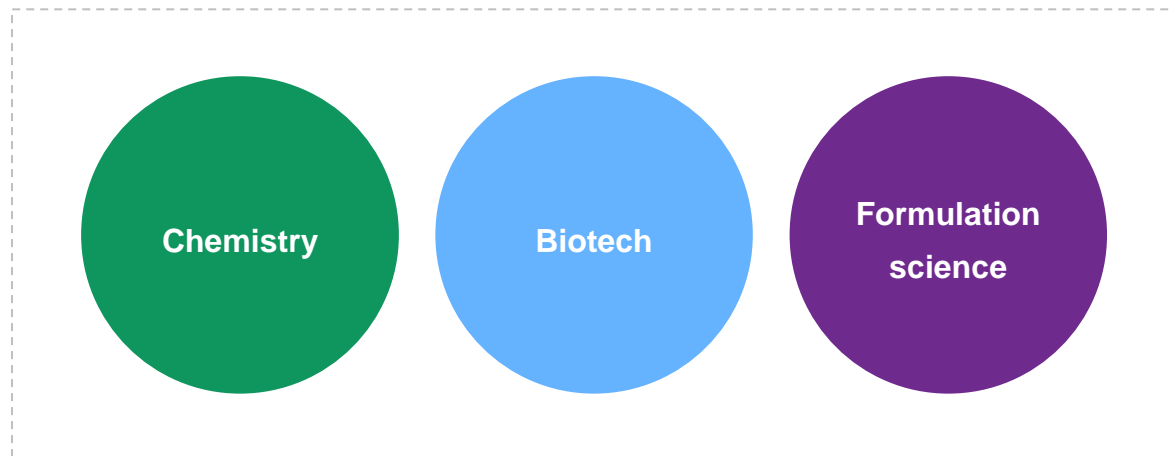
More innovation resource



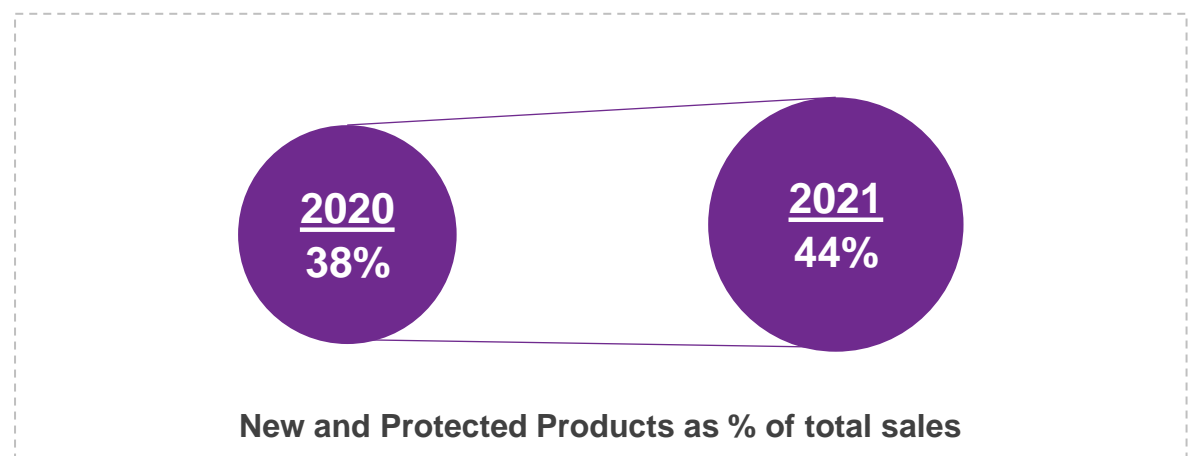
Expansion in open innovation partners



Big bet projects



More IP



Sustainable – how we will win through sustainability

2011 → 2021

2021 → 2030



Bio-based ingredients

By 2030 – 75% bio-based raw materials

Positive impact sourcing

In 2021 – 65% suppliers* audited for sustainable practices

Sustainable innovation

In 2021 – 88% of new products contribute to priority UN SDGs

Sustainable manufacture

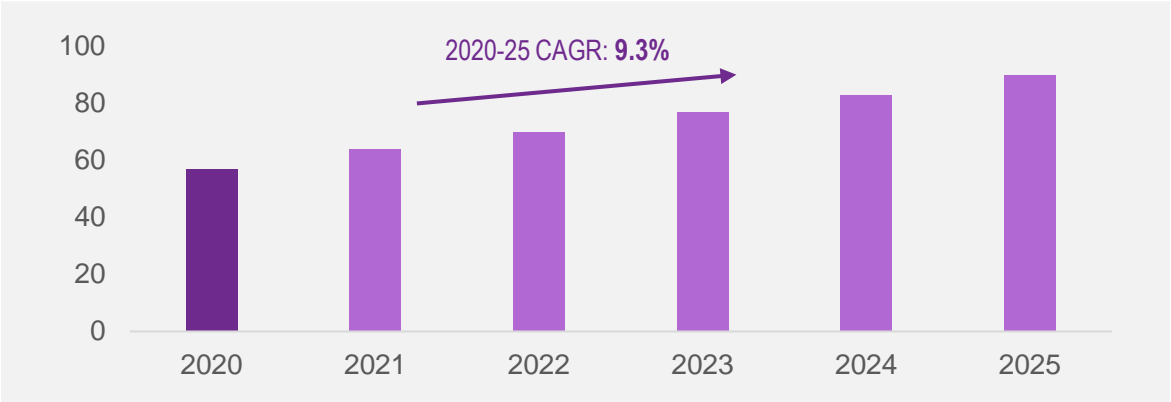
Year	S1+2 (kgCO2e/kg)	S3 (kgCO2e/kg)
2018	0.6	1.89
2029	0.27	1.34

By 2030 – SBT delivers 35% reduction in product carbon footprint

* by value. Audited by Ecovadis

Achieving fast growth in China

World's fastest growing Personal Care market (£bn)



Already established as a market leader



- High level of Croda brand recognition
- Iberchem top tier 2 F&F company in China

In China for China – local footprint

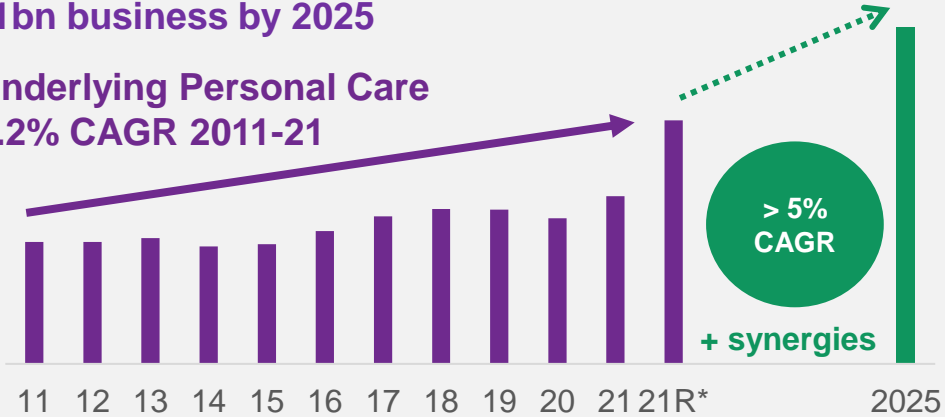


Delivering faster, more consistent growth and an even stronger profit margin

Sales

£1bn business by 2025

Underlying Personal Care
3.2% CAGR 2011-21



Growth drivers

Faster, more consistent sales growth

Driven by:

- Mega-trends – science and sustainability
- More responsive, decentralised model
- Higher growth Home Care and F&F businesses
- Iberchem synergies
- Expansion in China

Margin

Improving return on sales

>25% operating margin

- Increasing NPP
- Richer business mix
- Bio-based surfactants profitability

Investment

Investment focused on new growth opportunities

- £10m – sulfate-free surfactants, 2x sales since 2017
- £30m – fabric care proteins, 4x sales in 2021
- £30m – botanicals and fragrances in China

*21R is reported Consumer Care sales in 2021 including acquisition and Home Care sales

Key takeaways

- Highly differentiated market position
- Fast-growing niches
- Sustainability + Innovation
- Increased customer proximity
- Faster, more consistent sales growth
- Stronger profit margins

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Scaling biotechnology



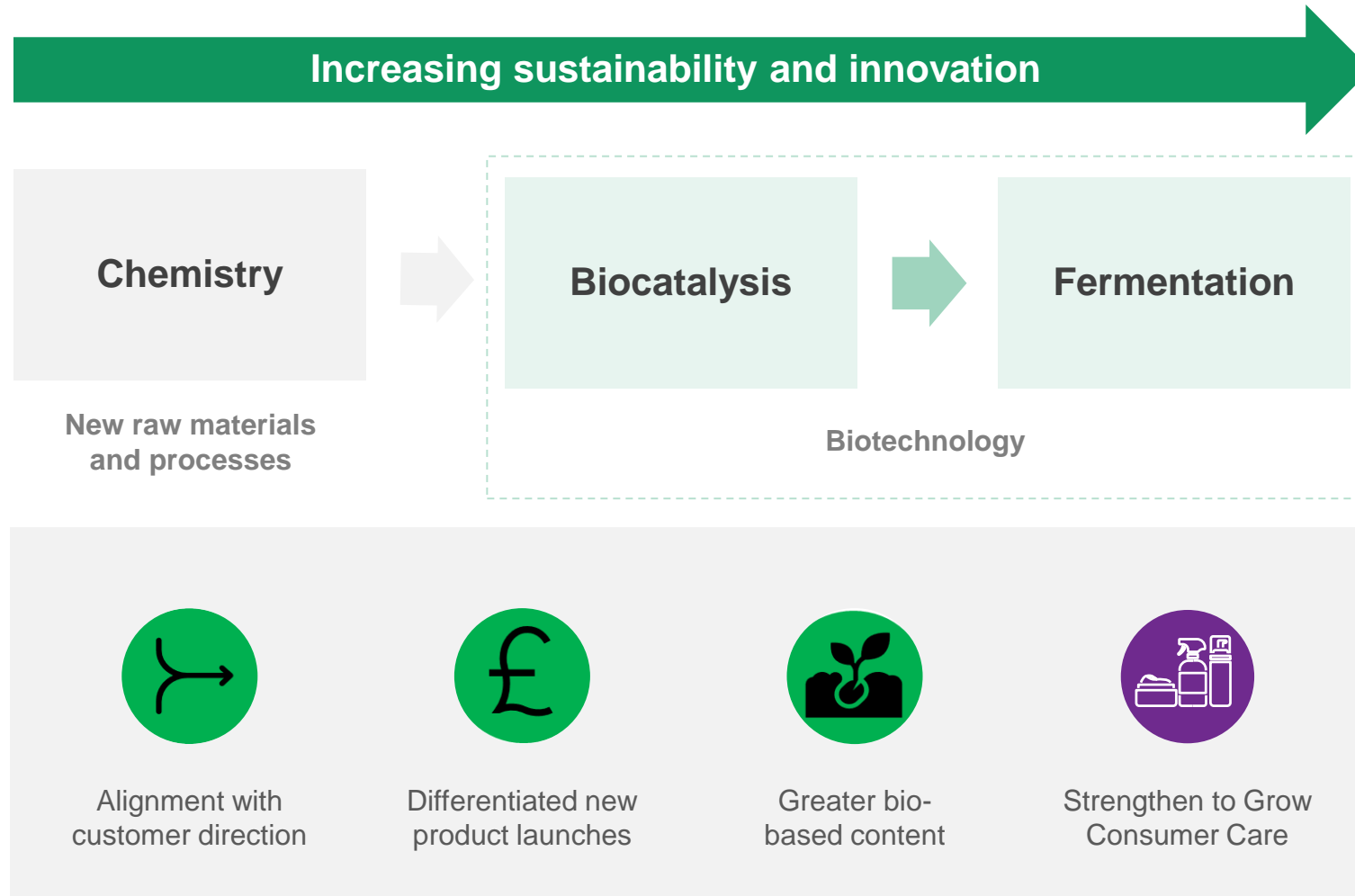
Dr Nick Challoner, Group Chief Scientific Officer

What is biotechnology?

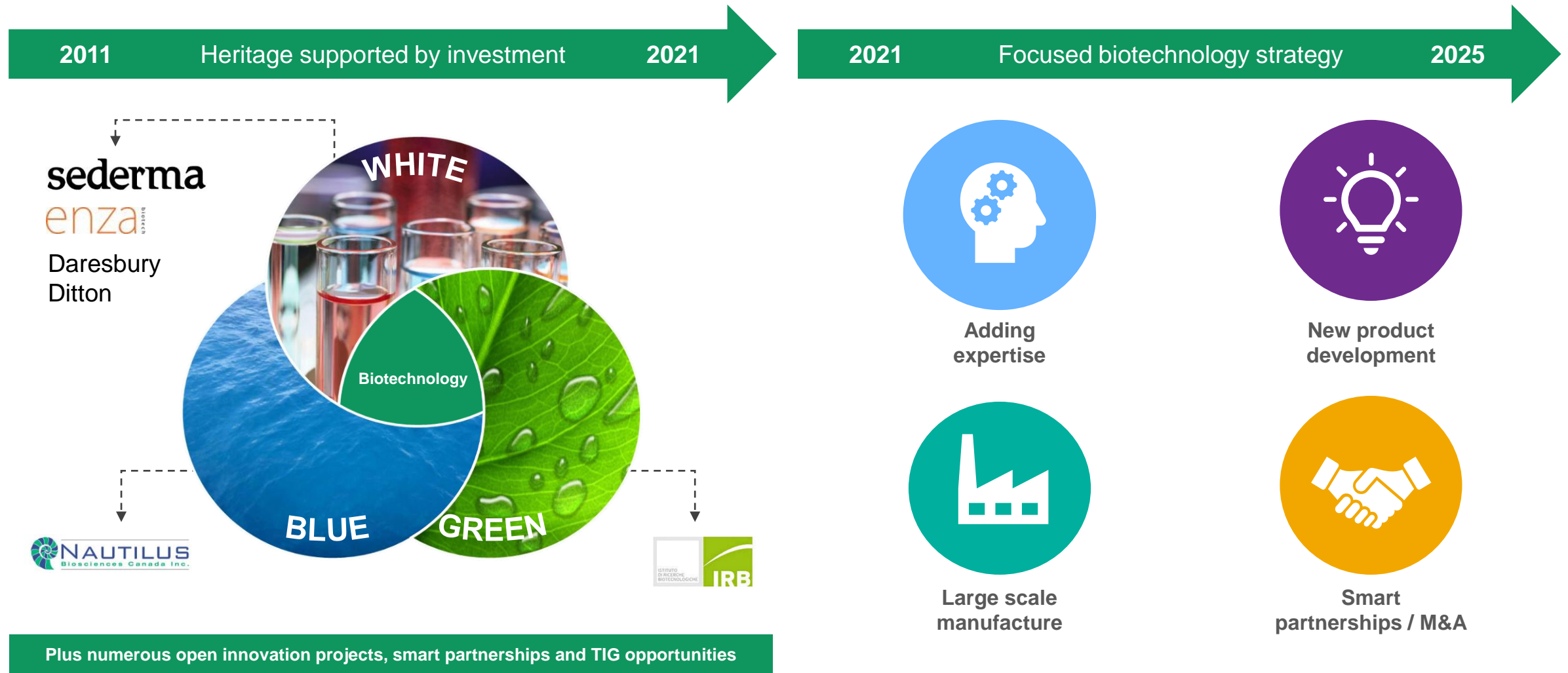


- Use of microorganisms as factories for creation of products
- Sustainable way to produce existing materials
- Exciting way to create materials not produced by chemical processes
- In the early stages of industrialisation
- Chemical industry disruptor

Why are we scaling biotechnology?



How are we scaling biotechnology?

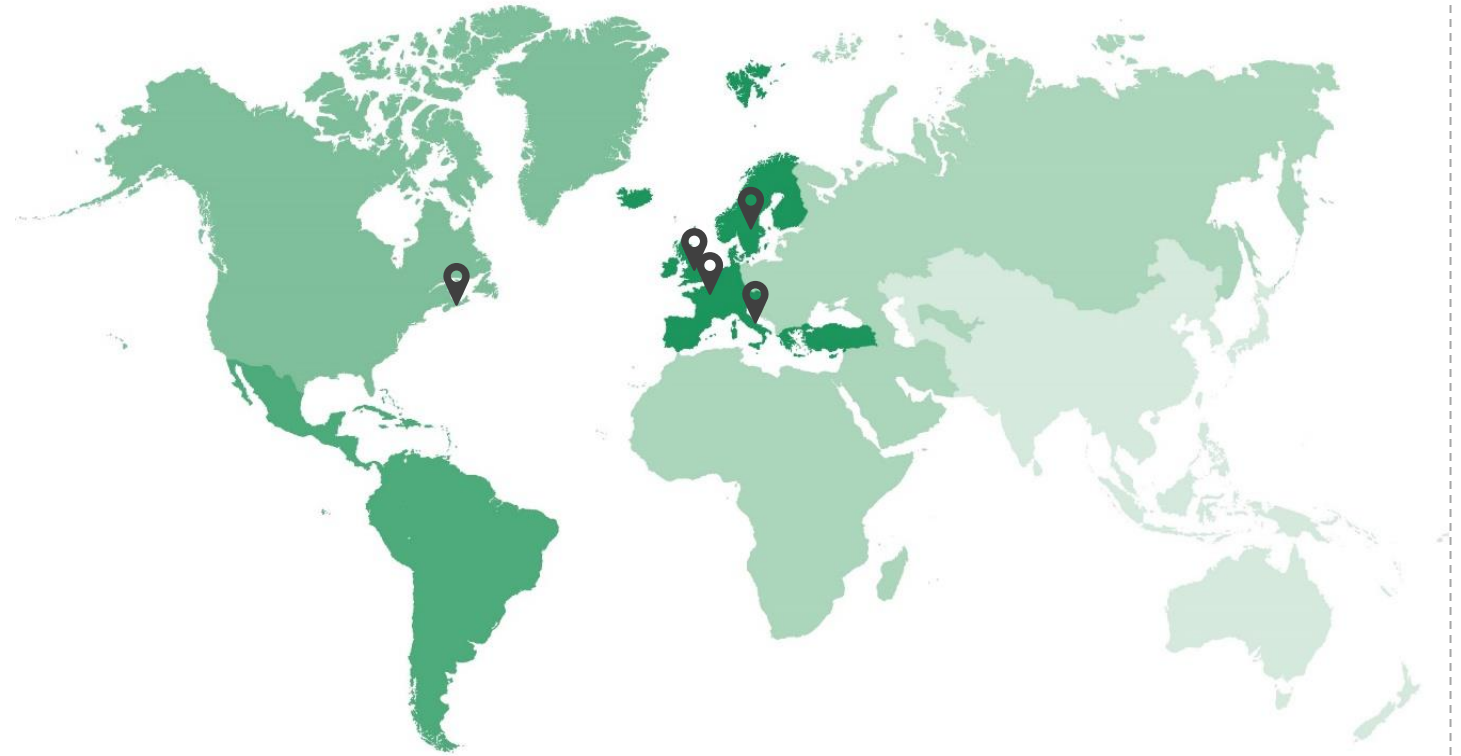


Scaling our biotechnology footprint

Highlights

- 5 biotech R&D laboratories across 5 countries
- >50 dedicated biotech specialists
- Increasing number of external biotech partnerships through open innovation and smart partnerships
- 2 manufacturing locations with ongoing investment in scale and breadth of capability

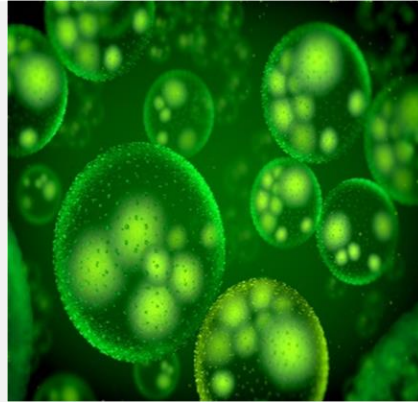
Biotechnology R&D locations



Biotechnology platforms – our big bets

Sustainable actives

- More biotech-derived actives
- Focus on performance-led claims
- Skin and hair care applications



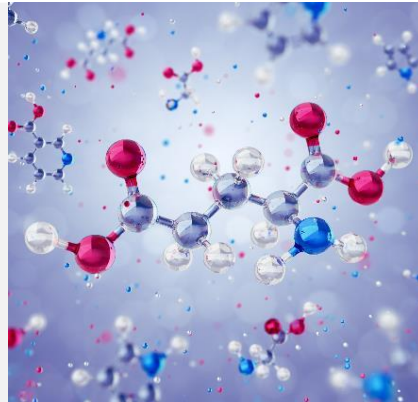
Sustainable surfactants

- Low carbon intensity
- High biobased content
- Supports customer sustainability transition



Sustainable peptides

- New classes of peptides
- Anti-wrinkle skin care ingredients
- Increased focus on sustainability

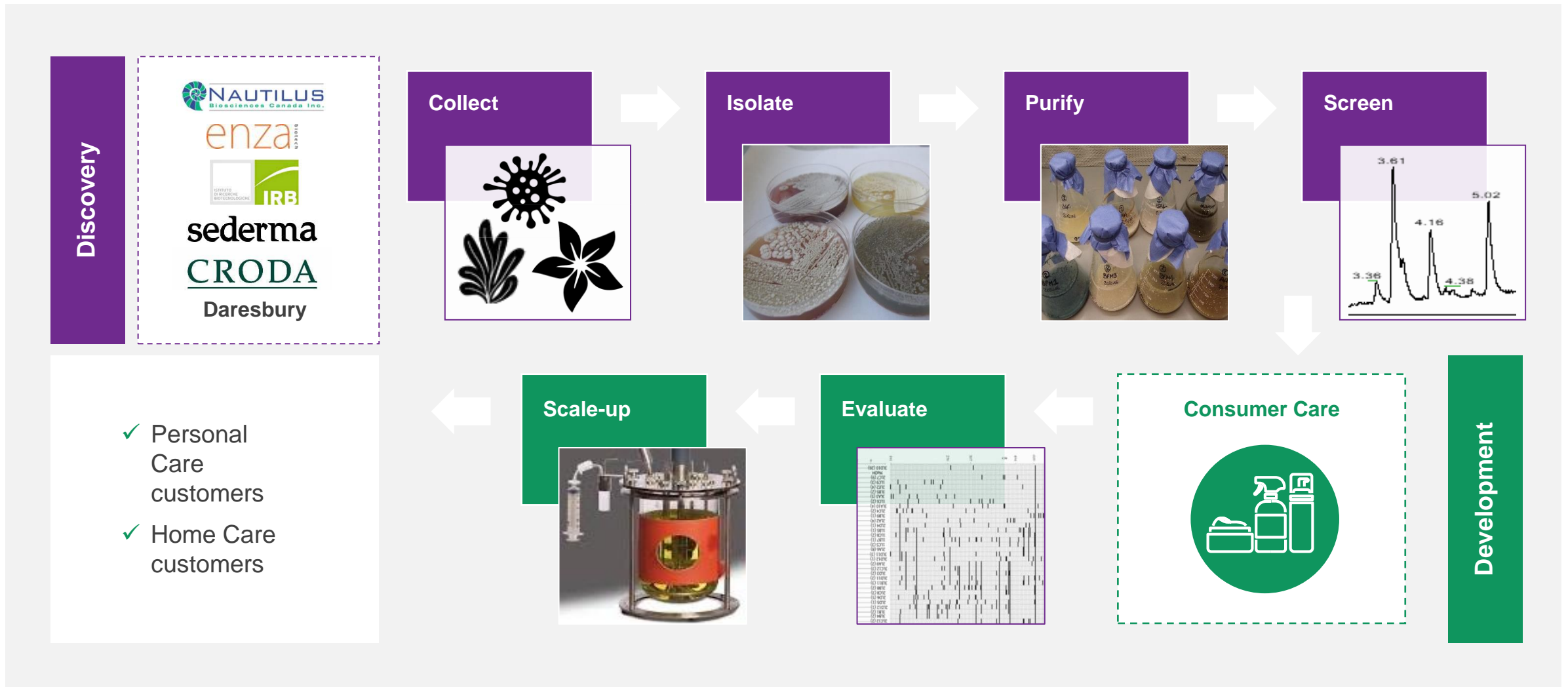


Sustainable fragrance molecules

- Bio-derived fragrance molecules and ingredients
- Transition away from fossil-based



Biotechnology discovery and development process



Biotechnology innovations

Sustainable actives

Anti-dandruff solution



Anti-dandruff active produced by a fungus isolated from sea foam

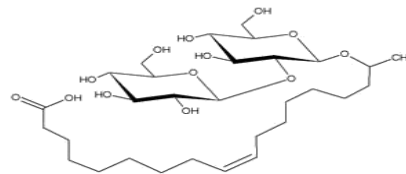


Sustainable surfactants

Glycolipids



Glycolipids produced by microorganisms identified and developed to make speciality biosurfactants



Acylated amino acids



Amino acid surfactants created using synthetic engineering biology of identified microorganisms



Key takeaways

- Why are we scaling biotechnology?
 - Support ongoing focus on niche innovations and sustainable new products
- How are we scaling biotechnology?
 - Focused investment in areas with maximum impact for Croda and customers
- What is the customer impact?
 - Catalyst for customer innovation and ongoing sustainability transition

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Scaling Beauty Actives



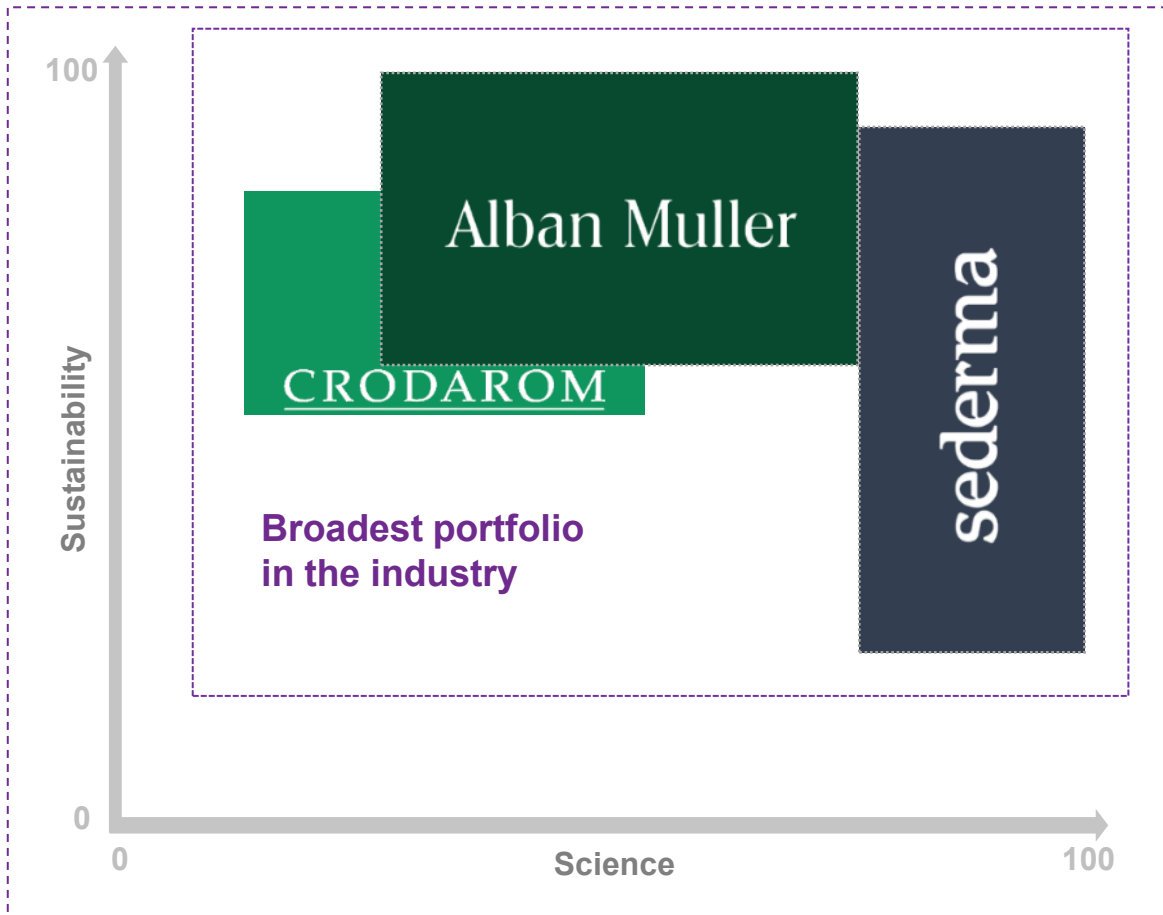
Arnaud Fournial, Managing Director Beauty Actives

Accelerating growth through alignment with global mega-trends

 <p>Strong science</p> 	 <p>Biotech</p> 	 <p>Naturality</p> 	 <p>Sourcing</p> 
<p>MATRIXYL 3000™</p> 	<p>MAJESTEM™ SENESTEM™</p>  	<p>APISCALP™</p>  	<p>FRUITLIQUID KUMQUAT™</p> 

Mega-trends already a reality in the market

Beauty Actives – the leading global innovator



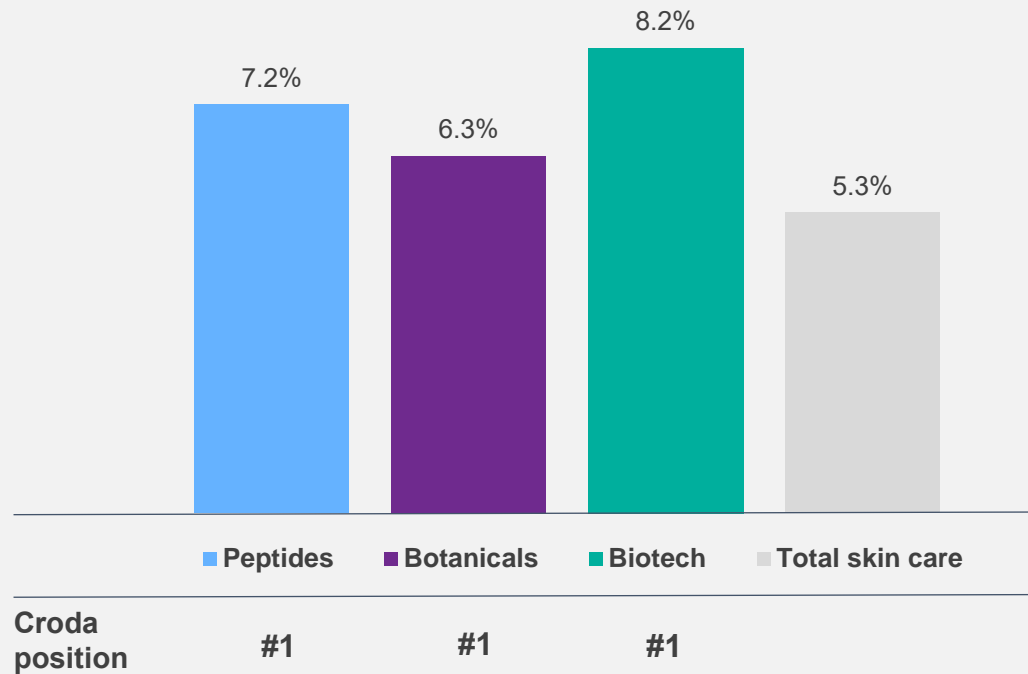
	Science	Sustainability
sederma Highly-differentiated actives Peptides and biotechnology	✓ ✓ ✓	✓ ✓
Alban Muller Botanical actives Local sourcing	✓ ✓	✓ ✓ ✓
CRODAROM Botanical extracts Traceability	✓	✓ ✓ ✓

100% portfolio using science to build trust

Leader in the innovative technologies of the future

\$1.9bn active ingredients market

CAGR 2020-2025



Croda ranked #1 for fastest-growing Beauty Active technologies

Peptides

- The leading technology for anti-aging products.
- Sederma supplies 80% of new products containing a peptide
- Continuous efficacy improvements / broader range
- Next-generation bio-based / biotech-derived peptides

Botanicals

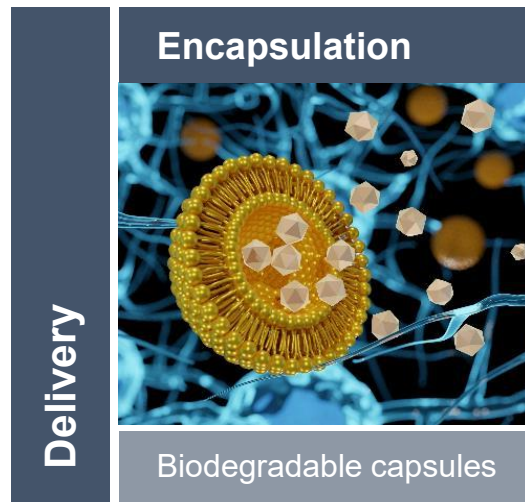
- Ingredients derived from plants – organic, sustainably sourced
- Huge portfolio; covering full range of market needs
- 42% of sector-wide product launches in 2020

Biotechnology

- Selling 50+ biotech-derived products; c33% portfolio
- Multiple platforms – plant cell cultures and fermentation
- Sustainability benefits – minimum impact, maximum purity / safety

Technology leadership built through many years of investment

Continuous innovation for the future



80% R&D pipeline is 'green'

Science at the heart of new claims generation



Beauty Actives innovations driving growth

sederma

Alban Muller

CRODAROM

SILVERFREE™



Active ingredient
delivering 30%
reduction in grey hair

Peptide

MAJESTEM™



Edelweiss stem-cell-
derived active ingredient
for face and neck lifting

Biotechnology

VENUCEANE™



Marine-biotech-
derived active to
repair sun damage

CYTOKALMINE™



Anti-inflammatory
pomegranate extract
for sensitive skin

Botanicals

PHYTESSENCE™



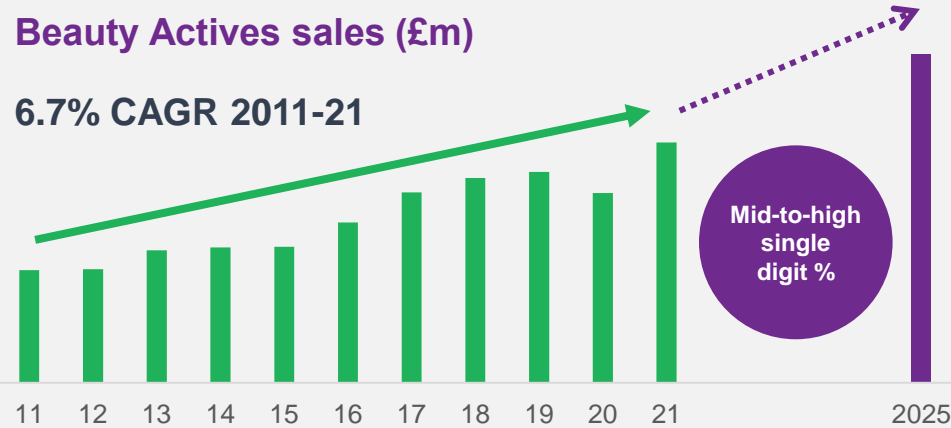
Naturally sourced
hazel for hair vitality

Accelerating growth at an even stronger profit margin

Sales

Beauty Actives sales (£m)

6.7% CAGR 2011-21



Growth drivers

Fast sales growth

Driven by:

- Deep scientific expertise for unparalleled efficacy
- Expanding sustainable ingredients
- Botanicals leader – enhanced by Alban Muller acquisition
- Biotech leader
- China expansion

Margin

Strong return on sales

- NPP >70% sales
- Highly differentiated
- Above sector-average margin

Investment

Investing in Asia and reinforcing technology leadership

- Expansion in China
- Reinforcing biotechnology capabilities
- Acquisition of new technologies and natural ingredients

Key takeaways

- #1 in fastest-growing active technologies
- Market leading innovation
- Clever science driving further expansion
- 80% of pipeline green
- Leading position in Asia with continued investment
- Fast sales growth and strong margins

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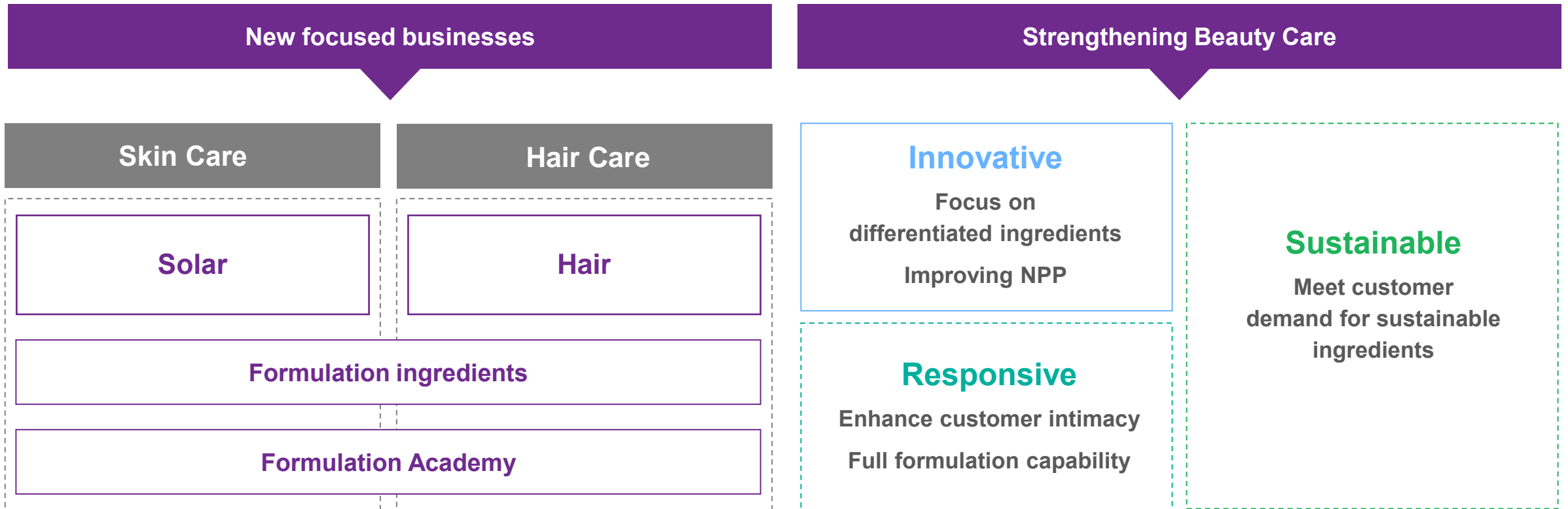
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Strengthening Beauty Care



Susanna Casas, VP Sales Personal Care and Business Lead Beauty Care

New focused businesses for unrivalled speed and agility



Winning with innovative and sustainable ingredients

	Solar	Hair
Market	Sun care 4.3% CAGR	Professional hair care 3.7% CAGR
	Strong demand for sustainable alternatives	
Croda difference	<p>Enable 'front of pack' claims</p> <ul style="list-style-type: none"> #1 in sustainable UV filters 'Reef safe' <div style="border: 1px dashed purple; padding: 5px; margin: 10px 0;"> <ul style="list-style-type: none"> >1.5x market growth High margin </div> <ul style="list-style-type: none"> Customer all-mineral trend Combined solar and skin care offer Significant opportunity in China and US 	<p>Enable 'front of pack' claims</p> <ul style="list-style-type: none"> Broadest sustainable ingredient portfolio Meets 'free-from' demand <div style="border: 1px dashed purple; padding: 5px; margin: 10px 0;"> <ul style="list-style-type: none"> >1.5x market growth High margin </div> <ul style="list-style-type: none"> Multinationals replacing commodity ingredients Leverage anti-ageing expertise Capacity expansion in areas of strong demand
Growth		

Formulation ingredients – winning market share with sustainable surfactants

Market

Croda difference

Growth

#1 in sustainable surfactants

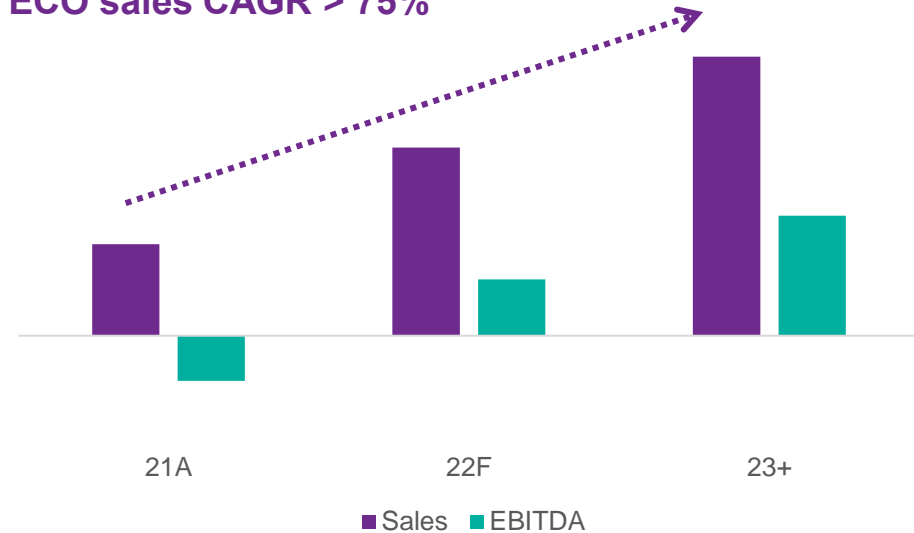
Critical for >90% of Consumer Care formulations

- Solutions for sulfate-free systems
 - “Clean Beauty”
 - 2x sales since 2017
- ECO surfactants made from bioethanol
 - Identical performance
 - 6x sales in Beauty Care in 2021
 - Growing price differential
- Demand for sustainable ingredients
- Winning market share
- 75% of our raw materials will be biobased by 2030



ECO sales growth and plant efficiency driving profitability

ECO sales CAGR > 75%



- Operating safely and reliably
- Capacity unlocked for downstream expansion
- Sales CAGR > 75%

Beauty Care sustainable innovation driving growth

Solar Care

Solaveil™ MicNo™



Mineral solar protection with unrivalled transparency on the skin, ideal for facial protection

Hair Care

Rejuvasoft™



Sulfate-free, silicone-free, vegan suitable high performance conditioner base

Hair Care

Keramatch™ V



Vegan alternative to Keratin, strengthening and revitalising hair

Formulation ingredients

Syncrowax™



100% natural, vegan alternative to beeswax providing an excellent sensory experience

Enhancing responsiveness with full formulation capability

Croda's unique positioning

Primary
label claim



Formulation
ingredients



Sensory
benefits



Fragrance



>1,500 market-ready
full formulations

Indies

Limited formulation capability

Croda offer:

Complete formulations - Proven label claims

Regulatory compliance



Larger customers

Regular upgrade to product range

Croda offer:

New concept formulations

New ingredients for existing products



Enhancing Croda's full formulation capability

Formulation Academy

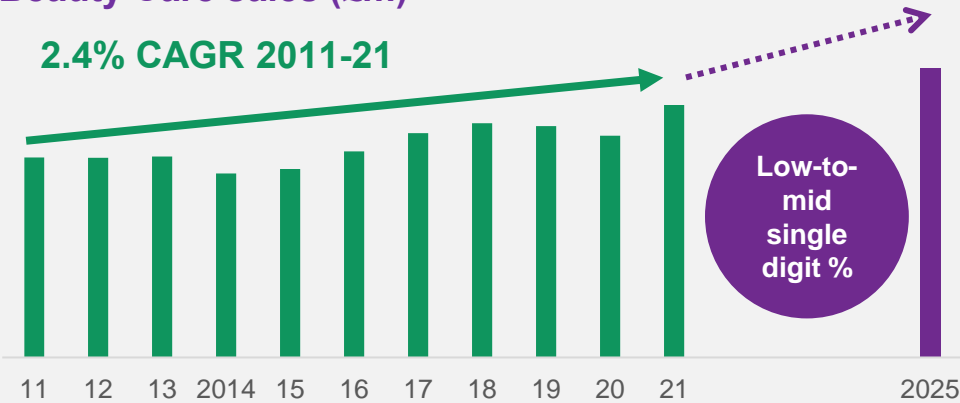
Data generation | claims substantiation

Delivering more consistent sales at an even stronger profit margin

Sales

Beauty Care sales (£m)

2.4% CAGR 2011-21



Growth drivers

More consistent growth

Driven by:

- Higher-growth Solar and Hair Care
- Increasing focus on sustainable ingredients
- ECO 'white space' sales
- Full formulation capability

Margin

Improving return on sales

- Refining portfolio
- Increased focus on differentiated ingredients
- Improving NPP – over 30% sales in 2021
- ECO profitability

Investment

Modest investment

- Capacity expansion in areas of strong demand
- Fill-in technologies in Solar and Hair Care
- Modest resource increases for Formulation Academy

Key takeaways

- Refocused and reinvigorated business model
- Innovation driving NPP
- Growing demand for sustainable alternatives
- Further differentiation through full formulation capability
- Improving margins and more consistent growth

Agenda

Agenda

- Introduction
- Accelerating growth in Consumer Care
- Scaling biotechnology
- Scaling Beauty Actives
- Strengthening Beauty Care
- **Accelerating Home Care**
- Unlocking the potential of Fragrances and Flavours
- Summary

Accelerating Home Care



David Shannon, President Consumer Care

Julia Creasey, Group Sustainability Director

Yong Chuan Lew, Managing Director Home Care

Sustainability the key driver in Home Care markets

Sustainable Cleaning
5% CAGR 2021-25 for surface care

Fabric Care
6% CAGR 2021-25

Accelerating growth, focused on high-growth markets

Winning market share

- Accelerating growth in ECO bio-based surfactants
- 100% bio-based with no sacrifice in performance
- MNCs and indies
- To deliver >3x market growth

Sustainable innovation

- Probiotics
- Biosurfactants



New fast growth niches

- Longer lasting clothes, sustainable fabric care and protection
- Synergies with botanicals and fragrances for sensory benefits
- Faster growth in China and emerging markets
- Expand capacity for growth
- To deliver >3x market growth

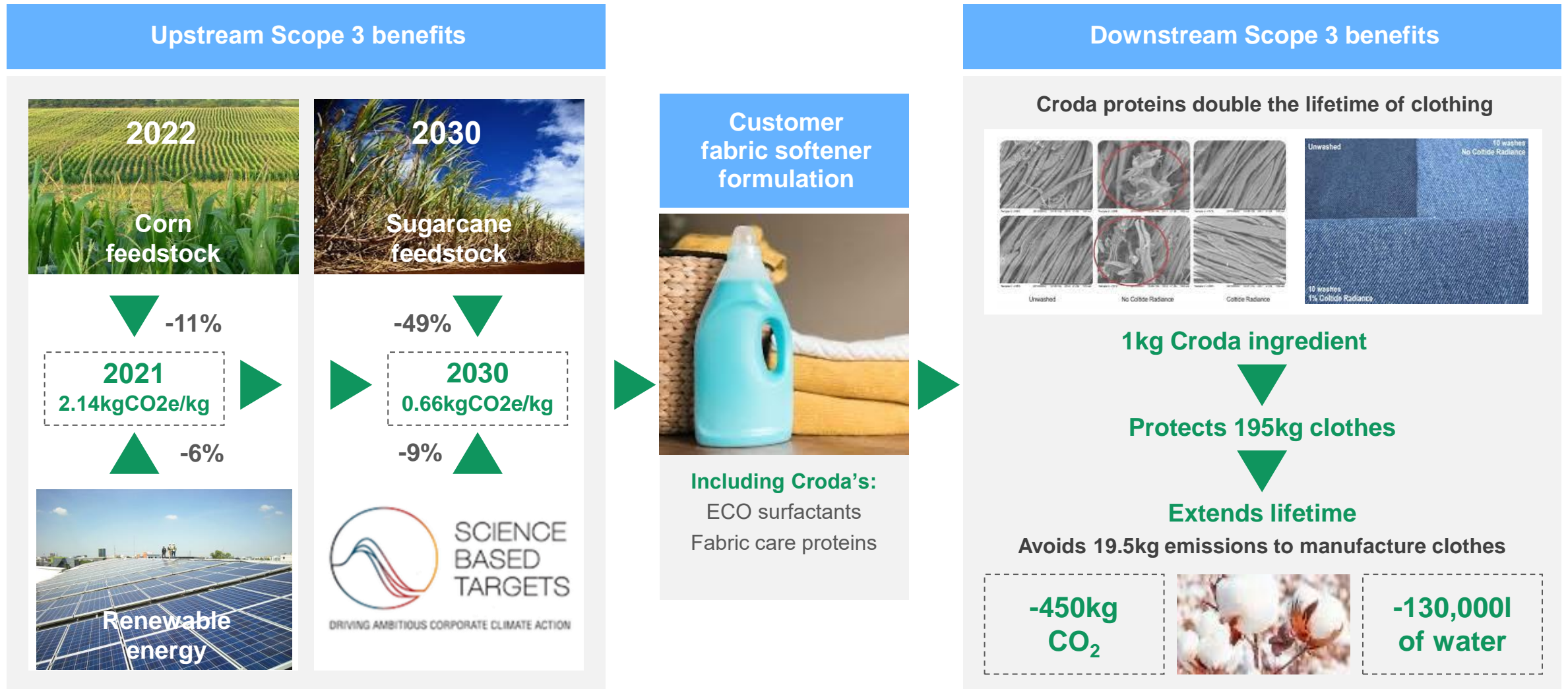
Sustainable innovation

- New claims & benefits



Helping customers achieve their sustainability targets

Sustainable innovation drives full life cycle benefits for customers

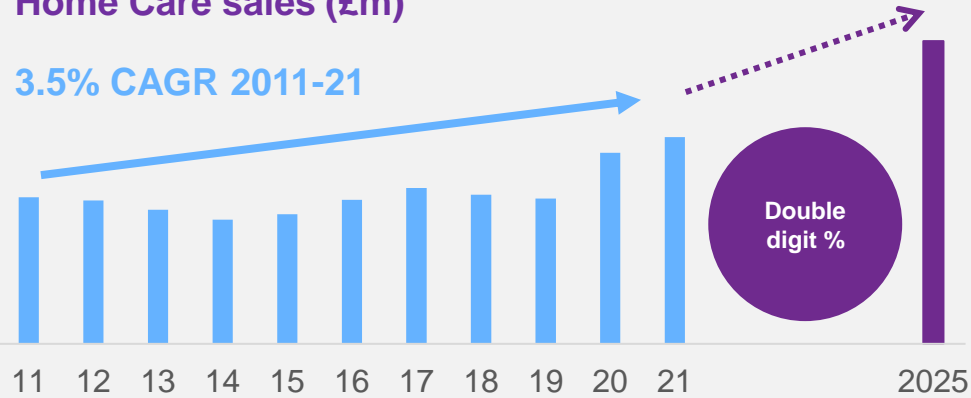


Accelerating sales growth at an even stronger profit margin

Sales

Home Care sales (£m)

3.5% CAGR 2011-21



Growth drivers

Accelerating growth

Driven by:

- Technology-driven niches
- Meet consumer demands
 - Performance benefits
 - Sustainability benefits

Margin

Improving return on sales

- Technology-focus drives margin expansion
- NPP growing rapidly – 26% (2020: 17%)

Investment

Scaling up technology platforms

- £30m fabric care expansion to meet strong demand
- Opportunities to strengthen biotechnology

Key takeaways

- 2 platforms delivering improved efficacy, sustainability and consumer benefits
- Croda technology driving industry innovation
- Investment to meet growing demand
- Double digit percentage sales growth with improving margins

Agenda

Agenda

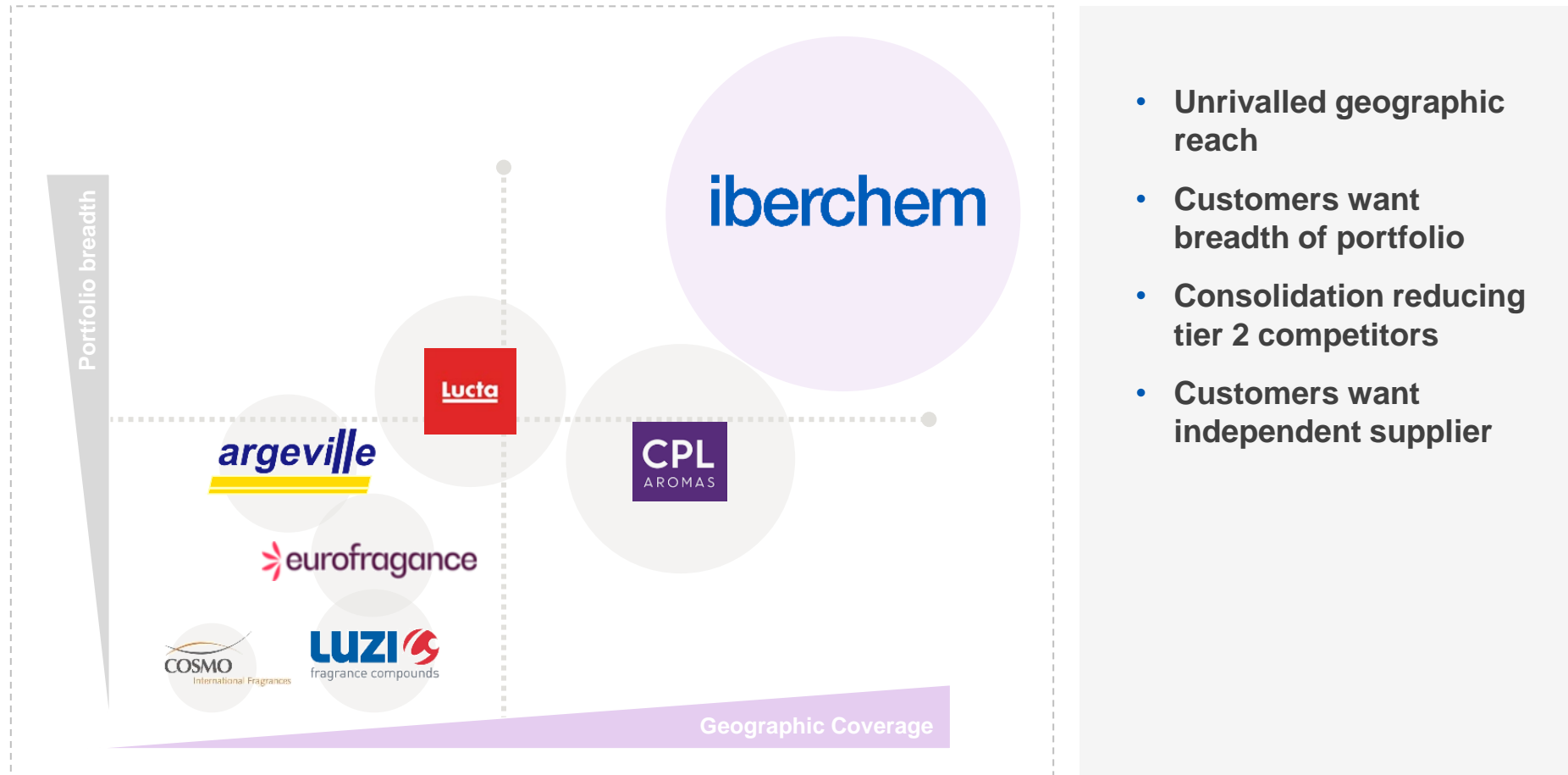
- Introduction
- Accelerating growth in Consumer Care
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Unlocking the potential of F&F



Richard Butler, Senior Vice President Fragrances and Flavours

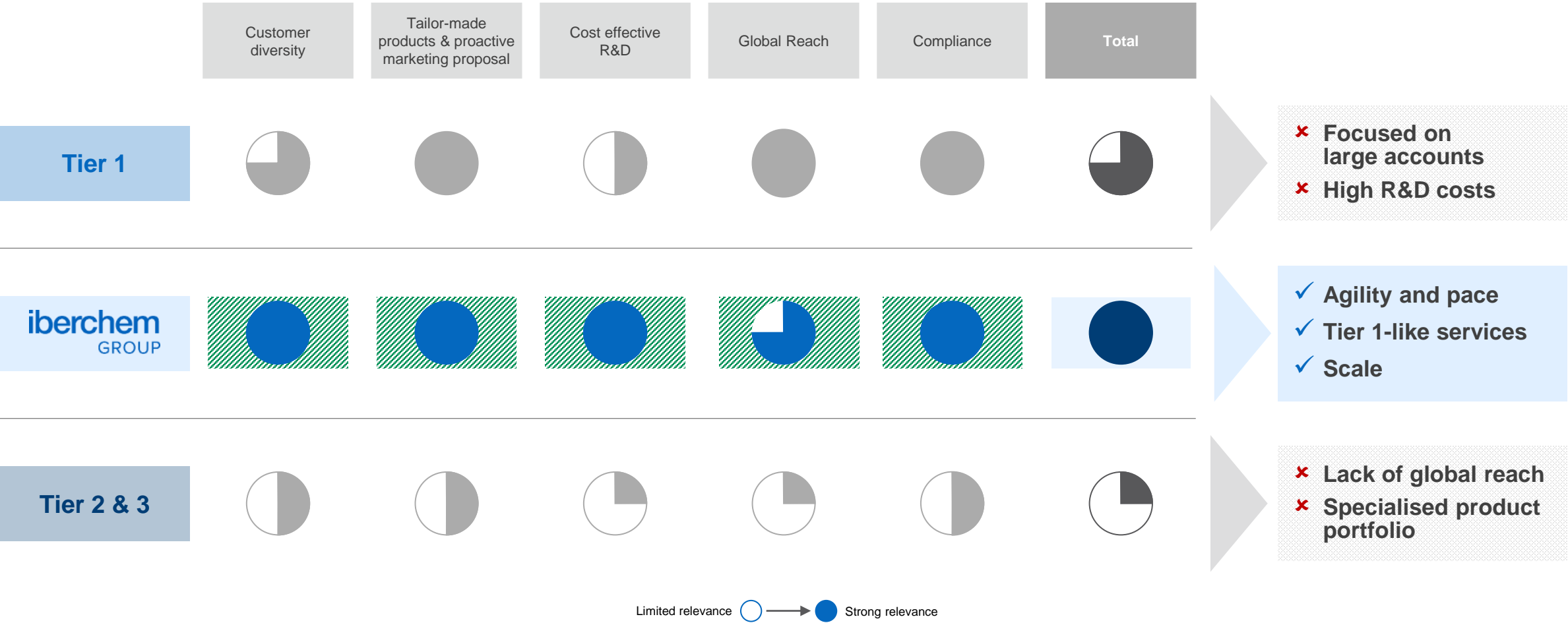
The leading tier 2 F&F company



- Unrivalled geographic reach
- Customers want breadth of portfolio
- Consolidation reducing tier 2 competitors
- Customers want independent supplier

Bubble sizes represent total sales. Brand images from company websites

Strongly differentiated in the tier 2 landscape



Opportunities in new customer segments

A typical Iberchem customer

- Local family-owned companies
- Flexible and agile business model
- Fast to customer
- Rely on suppliers for trends/regulatory



A typical customer of a tier one F&F company

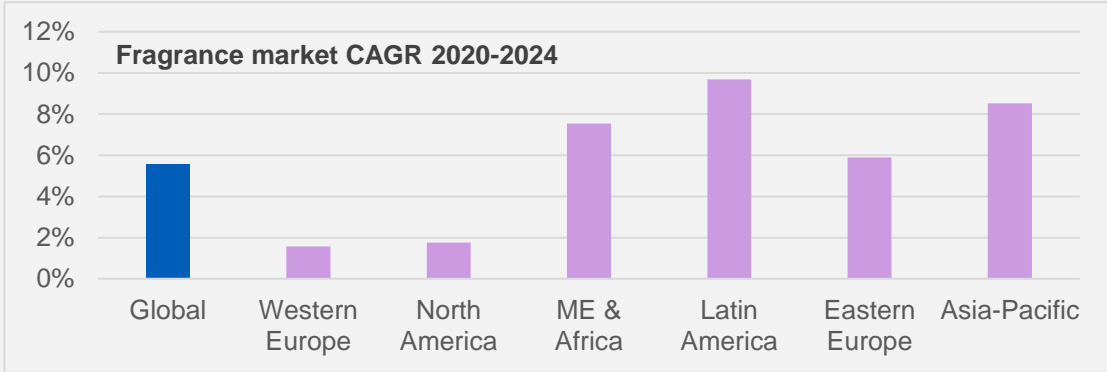
- Large international corporations
- Complex internal structure
- Working with core-list system
- Trend/regulation setter



A typical existing Croda ingredient customer

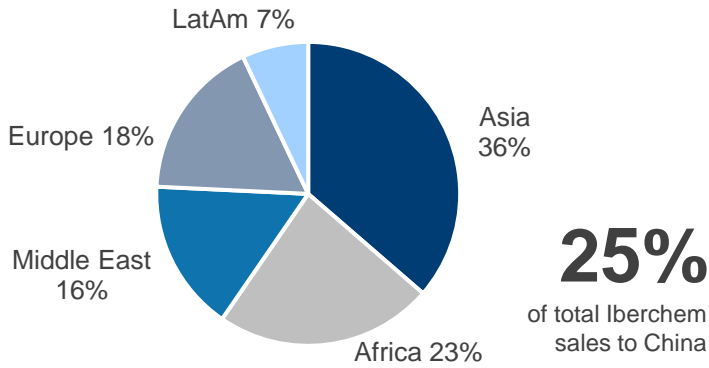
Growth drivers

Global fragrance market

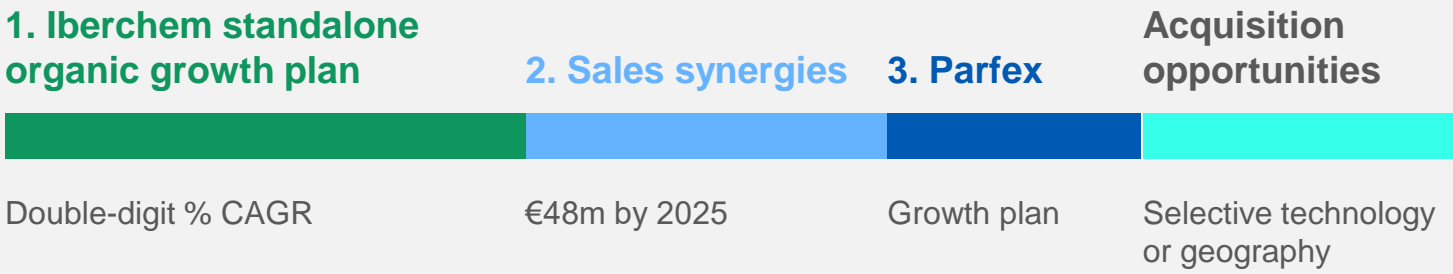


- Expected to reach \$58.8bn in 2024
- 5.6% global CAGR
- Driven by Emerging Markets

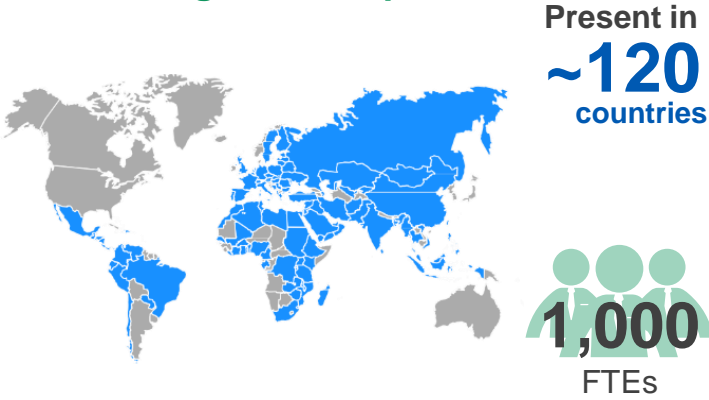
Iberchem strong EM presence



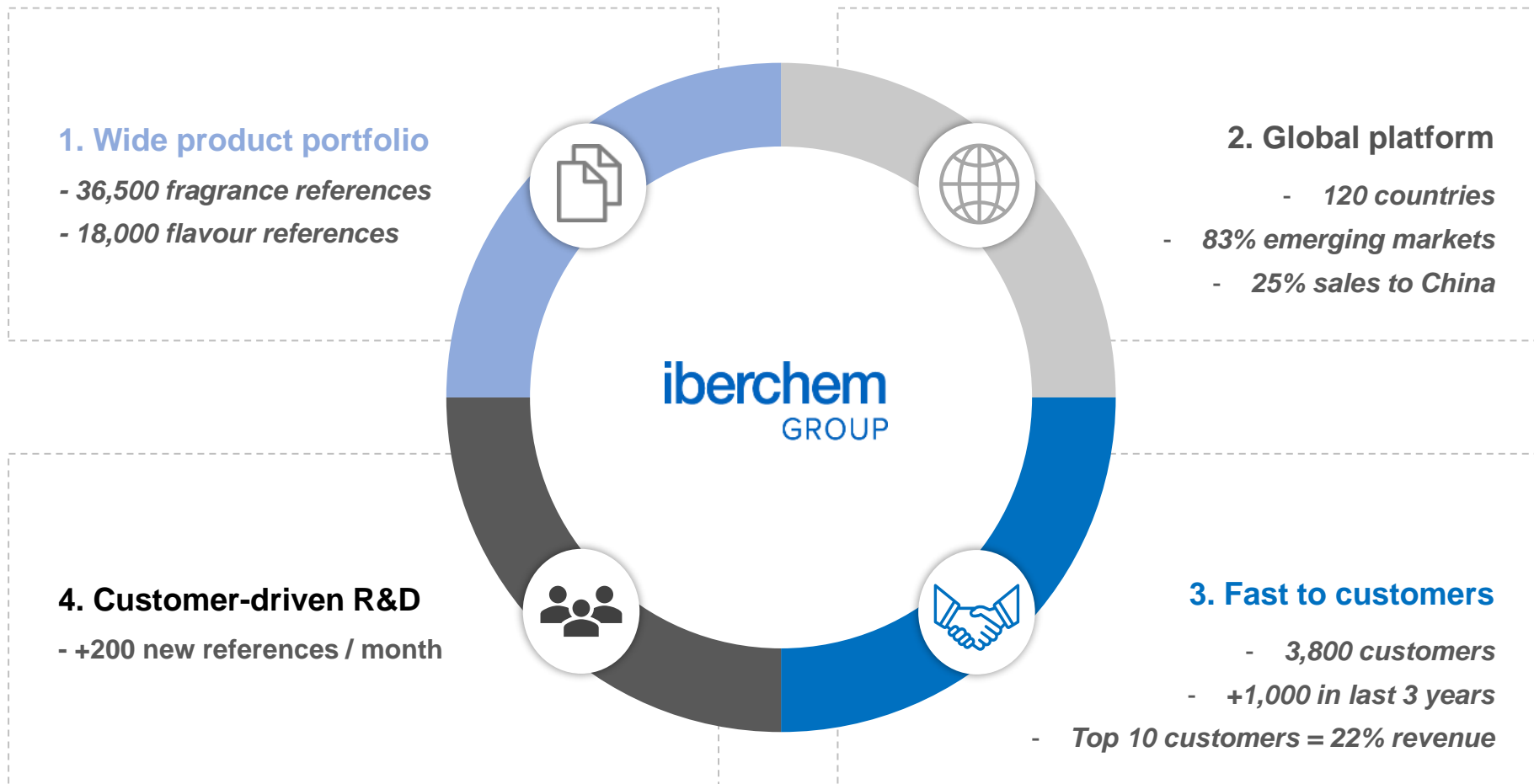
Three growth drivers plus acquisition opportunities



Iberchem global footprint



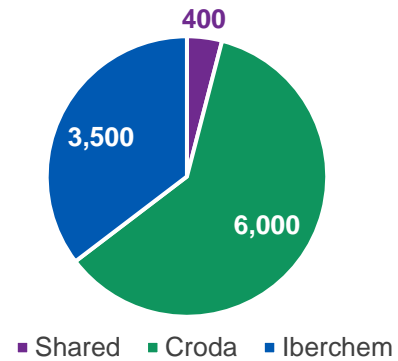
1. Iberchem standalone organic growth – unrivalled agility and pace



2. Sales synergies on track

Complementary geographic footprint and customer networks

Customers



Region	Croda		Iberchem
Europe & the Americas	73%	➔	25%
Asia, Middle East & Africa	27%	➔	75%

Global reach

- Leveraging fragrances in emerging and fast growth markets
 - M East, Africa, China, Indonesia, India
- Leveraging Croda ingredients in large, mature markets
 - W Europe, N America, Japan, Korea

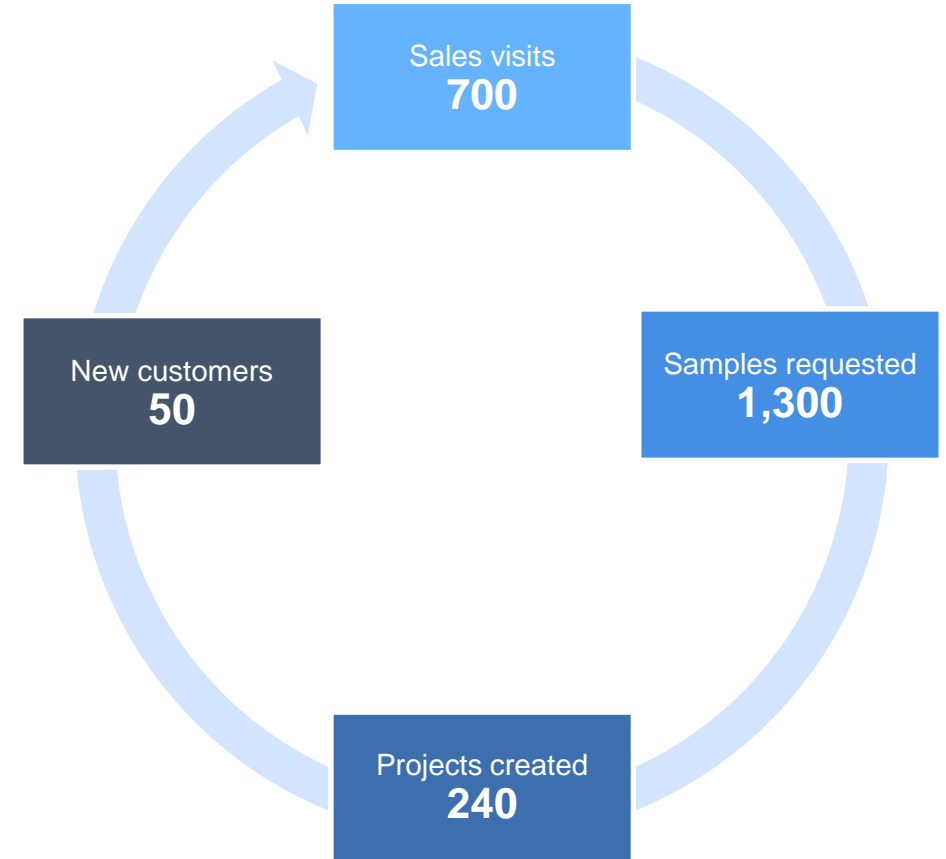
Full formulation capability

Claims

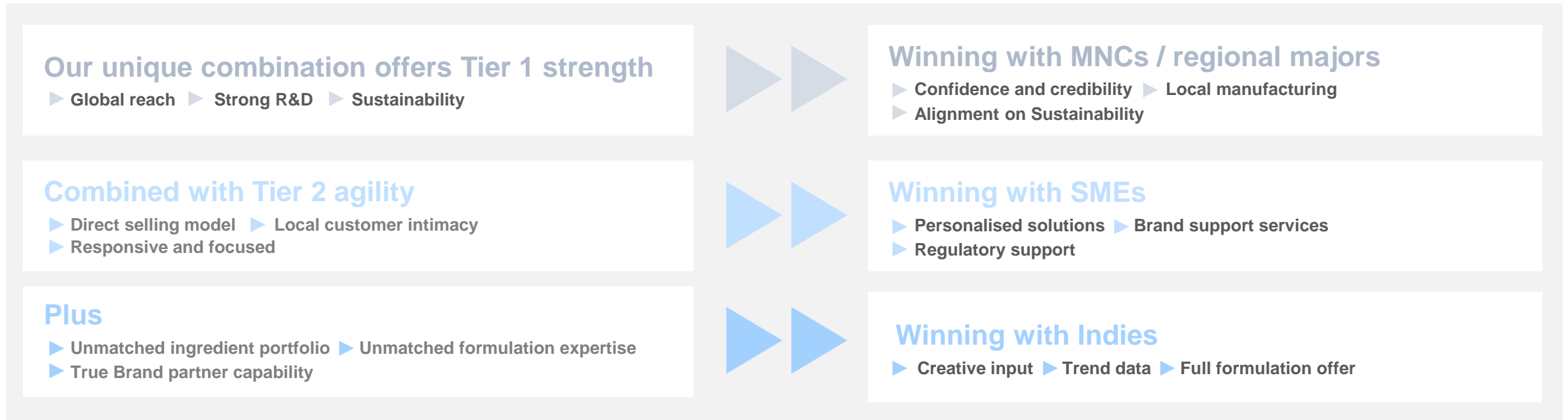
Sensory



Fragrance

2021 progress



2. Sales synergies – something for everyone



Case study		The customer	History	Croda ownership	Why	
		Spanish home and personal care brand owner	Long-term target customer for Iberchem	£0.5m of new sales	Croda strength + Iberchem responsiveness = more attractive partner	

2. Case Study – full formulation capability in action

A recent project with a large regional Personal Care brand owner and contract manufacturer in Turkey

Customer seeks to develop a new facial care range

- Iberchem/ Beauty Care & Beauty Actives engaged

Croda researches the key trends in the relevant market with examples

- Wellness
- Hygiene
- Nature
- Sustainability

Fragranced base formulations supplied to meet the identified trends

- Skin cream
- Skin gel
- Face mask
- Cleanser
- Facial scrub

Customer benefits from a total solution at pace

- Fragrance creativity
- Ingredient claims
- Market trends

WELLNESS

More than ever, wellness remains a super important trend in beauty, cosmetics and personal care. In particular, facial skincare brands have been appealing to discerning consumers who recognise the link between their lifestyle and skin health/appearance.

Brands are also appealing to consumers who understand the negative impact of stress, emotions and lifestyle on skin's appearance.

- In UK 25%** of adults are interested in skin product concepts that have been inspired directly, without directly or indirectly, by their lifestyle.
- In Brazil 39%** of adults aged 18-34 are interested in skin products that have been inspired by their lifestyle.
- In Canada 65%** of adults aged 18-34 are interested in skin products that have been inspired by their lifestyle.

Source: Mintel report: A year of innovation in North America 2022

HYGIENE

Touchless spray formats (application without touching the face with the hands)

Touchless spray formats stand out, by tapping into the increased focus on hygiene and arguably less likely to produce "maskne".

Beauty Kitchen - SOS SKIN SHIELD

"An invisible shield for your face - because you touch your face 16 times per hour. Kills 99.99% of harmful germs, bacteria and viruses in 30 seconds, keeps germs away for up to 4 hours. Promotes the appearance of younger, healthy-looking skin. Helps to prevent "Maskne" (spots from wearing masks)". (BEAUTY KITCHEN)

Probiotic Action's Clarity in Balance

"The best solution for several skin conditions, with the push of a button. Probiotic Action's Clarity in Balance is a cutting-edge topical probiotic treatment to achieve clear skin, naturally. Containing 100% pure, living, beneficial bacteria, it replenishes the skin with these helpful probiotics to restore its optimal balance and reduce irritation from allergies, acne, and eczema". (Probiotic Action)

GOODNESS OF NATURE

Trendy Ingredients

Cactus - Algae

Weleda - Sheer Hydration Collection

"This innovative facial care collection delivers refreshing, weightless hydration to your skin. Harnessing the water-binding properties found within the prickly pear cactus, it activates your skin's natural ability to balance and retain moisture and leaves your skin feeling fresh and hydrated all day long". (Weleda)

Avon - Oxyure skin care

"Is your skin tired and yellow? That's a sign that you need B12s and oxygen. Discover the new Oxyure skin care line - with oxygen-rich Oxyure complex and algae extract that gives the skin a healthy glow again". (Diverse A/C)

SUSTAINABILITY

French skincare category has the highest percentage of zero-waste effort across all of its beauty and personal care categories.

French brands are taking it to the next level by introducing biodegradable, natural, and sustainable packaging.

- In the UK 30%** of all the products are made from natural ingredients.
- In China 70%** of brands have taken steps to reduce their carbon footprint.
- In the US 25%** of brands have taken steps to reduce their carbon footprint.

Source: Mintel report: A year of innovation in North America 2022

3. Parfex growth plan

Natural fragrances

- Fast-growing naturals trend
 - 9.6% CAGR forecast to 2025
- New natural collections
- 2x sales and customers
- Premium skin care and fine fragrance



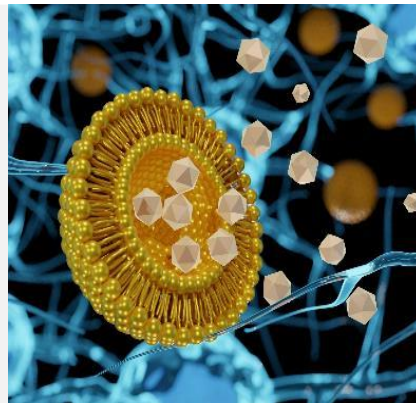
Sustainable innovation

- Reduced energy and water use
- Biodegradable delivery systems
- Bio-based raw materials



Complementary technologies

- Fragrance encapsulation
- Odour neutralising technologies
- NeoLift – facilitating lower dosage levels in fragrances
- Bio-aromatic molecules

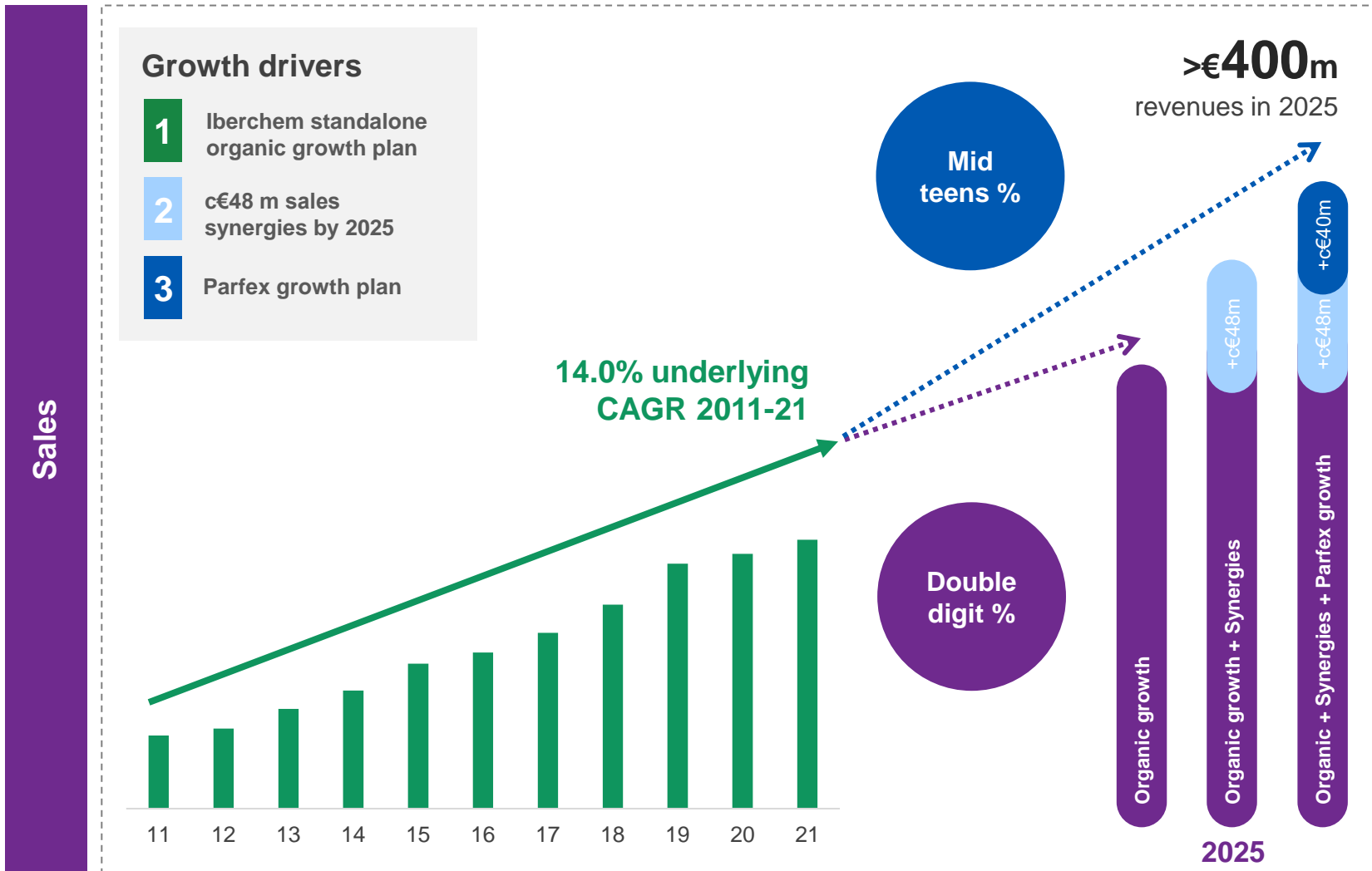


New Creation Centre at Grasse, France

- Fine perfumery
- Natural fragrances



Three growth drivers creating a >€400m business by 2025



Margin

Margin broadly in line with peers

- Agile model
- Lean corporate centre

Investment

Investment drives synergies

- Sales force
- Geographic expansion

Underlying sales are constant currency values adjusted to exclude acquisitions and disposals in the first year of impact

Key takeaways

- Strong market differentiation
- Exciting standalone growth trajectory
- Sales synergies on track
- Additional benefits from full formulation capability

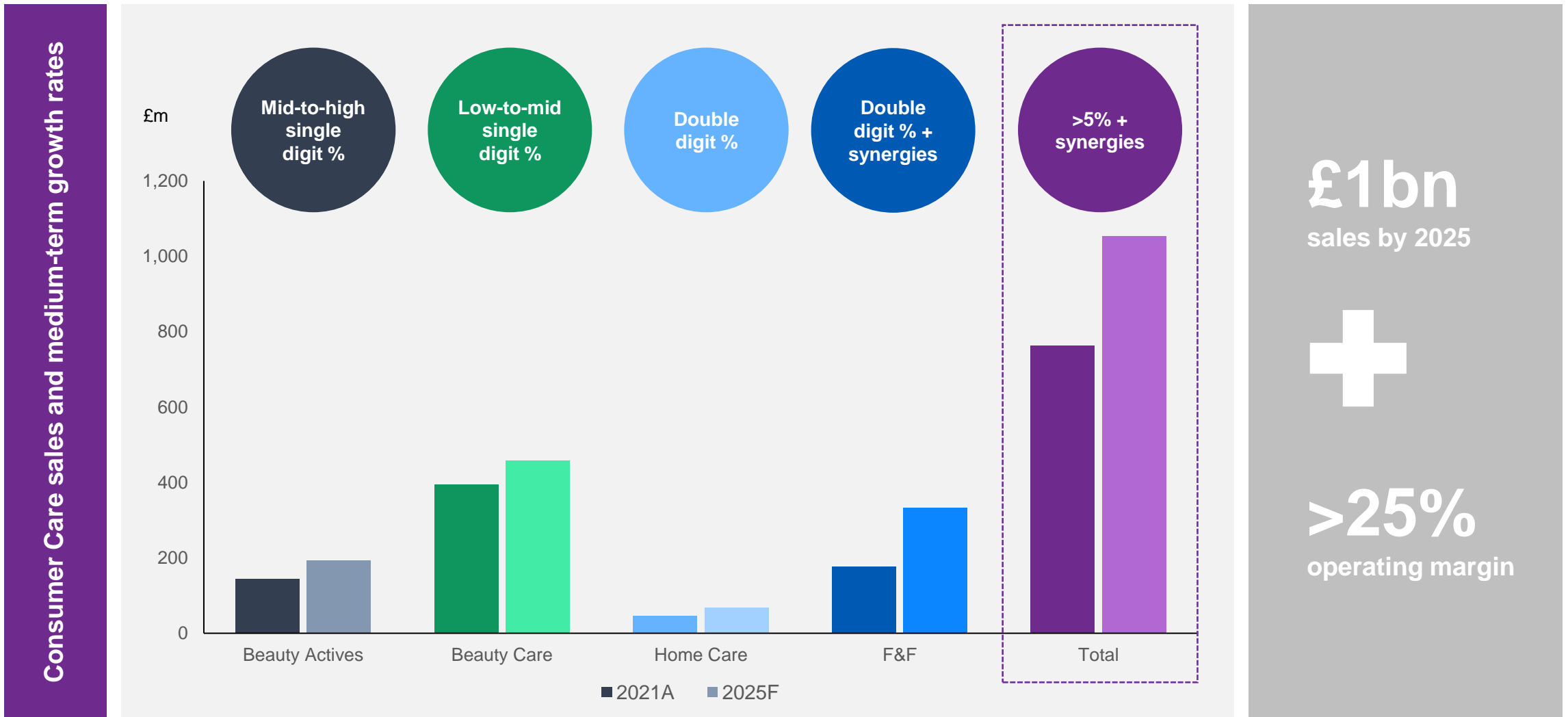
F&F site visit – Iberchem, Murcia, Spain
11-12 May 2022

Summary



David Shannon, President Consumer Care

Accelerating growth in Consumer Care



Medium-term growth rates are management forecasts

Summary

- Highly differentiated global leading position
- Fast-growing niches
- Sustainability + Innovation
- Increased customer proximity
- Accelerating sales growth and stronger profit margin

CRODA

