

Croda International Plc – A leader in Sustainability

Investor seminar

20 October 2020



Cautionary statement

This presentation 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 report. 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.

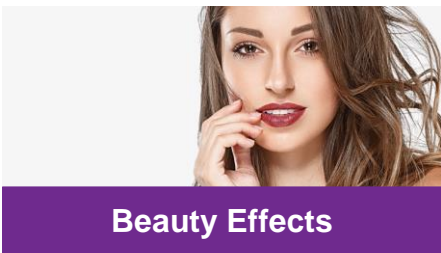
All views expressed by external speakers are those of the speakers themselves and do not necessarily represent the views of Croda.

Front cover image: Rapeseed flower – 63% of our organic raw materials are bio-based, including rapeseed oil

About Croda – the markets we serve



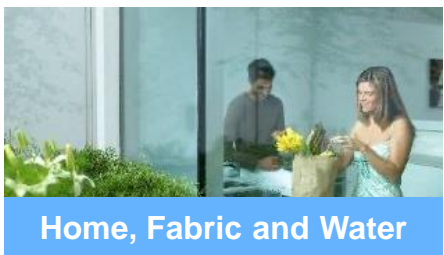
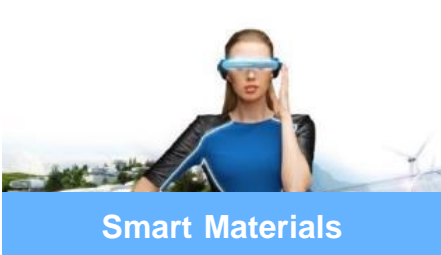
Personal Care



Life Sciences



Performance Technologies



Agenda

Part one: 1400 – 1530 BST

Croda's Sustainability Strategy

- The Sustainability challenge
- Our Purpose
- Our Sustainability strategy
- Delivering our Sustainability strategy
- Becoming Climate Positive
- Q&A

Break

Part two: 1530 – 1700 BST

Delivering Sustainability to our customers

- Customer perspectives
- Opportunities for Croda
 - Consumer markets
 - Life Sciences
- CEO concluding remarks
- Q&A

Meet the team

Meet the Croda team



Steve Foots
CEO



Maarten Heybroek
Sector President



Jennifer Hart
Managing Director,
Beauty Effects



Nick Challoner
Sector President



Stuart Arnott
President,
Sustainability



Phil Ruxton
Vice President,
Sustainability



Julia Creasey
Sustainability
Manager



Chris Sayner
Vice President,
Customer Alliances

Introducing our guests



Aris Vrettos
Director, Cambridge Institute of
Sustainability Leadership



Kyra Constanze Pauly
Head of Strategy & Impact
Programs, Bayer



Thomas Udesen
Chief Procurement Officer,
Bayer



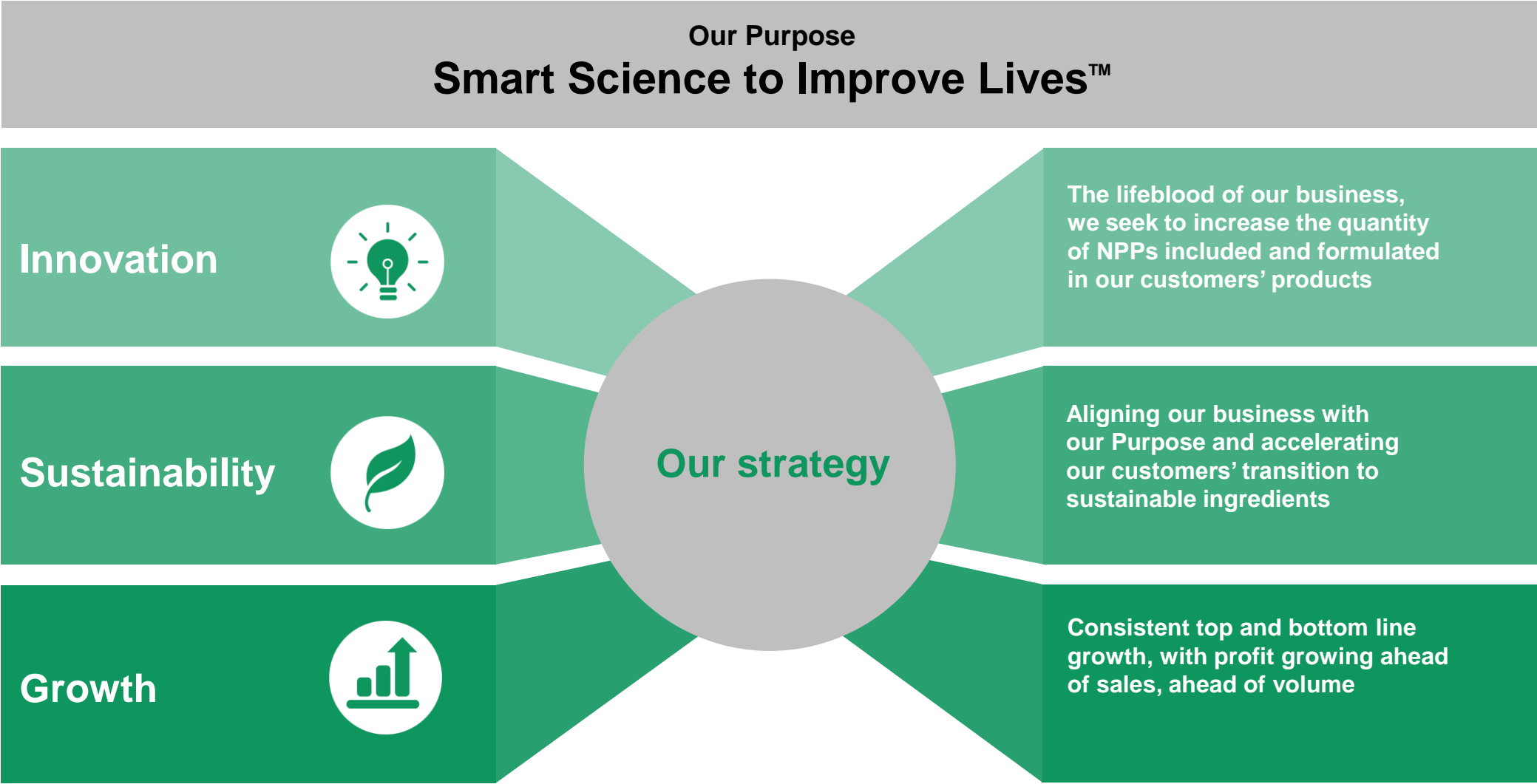
Uwe Bergmann
Director Sustainability
Management, Henkel

Our Purpose



Steve Fouts – Chief Executive Officer

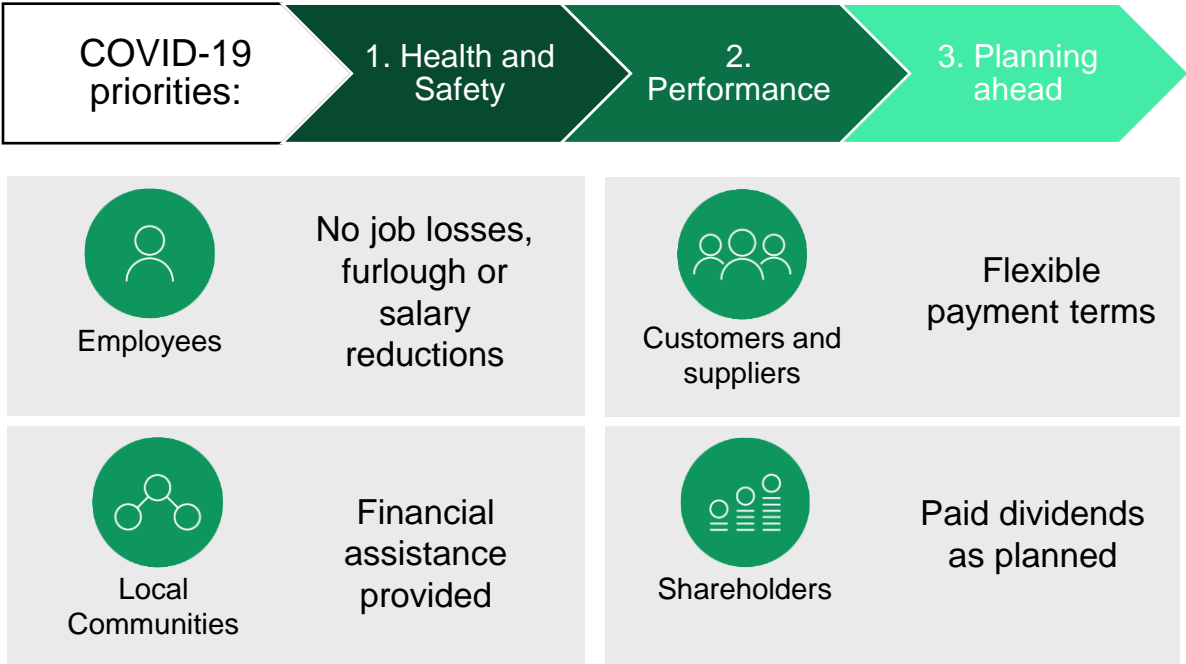
Strategy: Innovation + Sustainability = Growth



Embedding our Purpose through our actions

Our Purpose – Smart Science to Improve Lives™

Living our Purpose in COVID-19



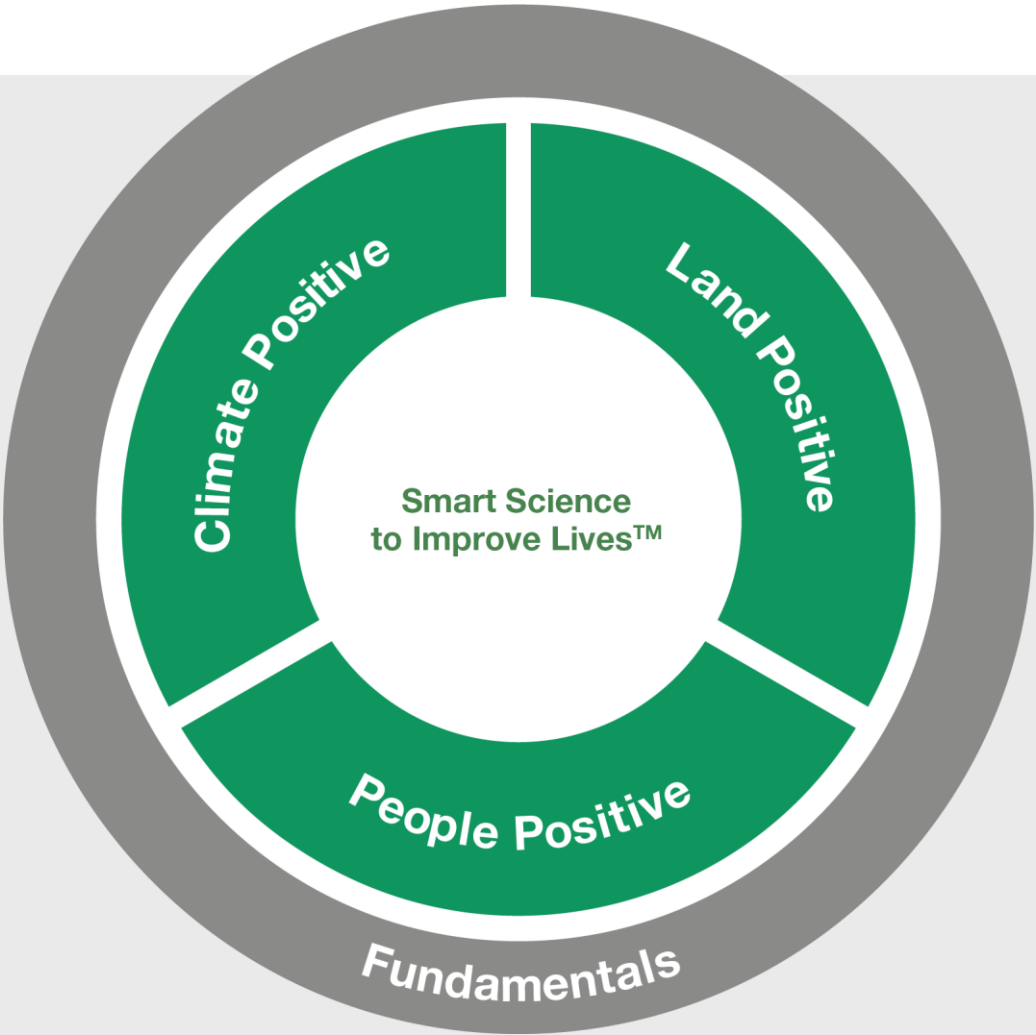
Treating all our stakeholders fairly

Our Sustainability Commitment

Our 2030 Commitment

By 2030 we will be Climate, Land and People Positive
As part of this Commitment, we will become the most sustainable supplier of innovative ingredients

Our priority SDGs



Embedding Sustainability through delivering our Commitment



• Climate Positive

- Sustainable products that save customers carbon
- Decarbonising Croda
- Transition to bio-based



• People Positive

- Saving lives in Health Care
- Improving lives of employees, partners and communities
- Increasing diversity and inclusion



• Land Positive

- Accelerating crop innovation to boost yields and save land
- Developing technologies to respond to the impact of climate change on land use



• Leadership

- Executive Committee champion – sole remit
- Sustainability KPIs for leadership remuneration
- Engaged employees

Embedding Sustainability through acquisition and partnership



Biosector



2012

Over £500m of investment

2020

IRB plant stem cell cultures



40% of new Beauty Active product launches

Incotec seed coatings



High single digit % growth in field crops

Biosector vaccine adjuvants



25% growth H1 2020
Double digit % future growth

100% bio-based surfactants



US\$20m pa pipeline

Avanti lipid nanoparticles



Mid-teen CAGR

CAGR is compound annual growth rate

Smart Science to Improve Lives™

Our Sustainability strategy

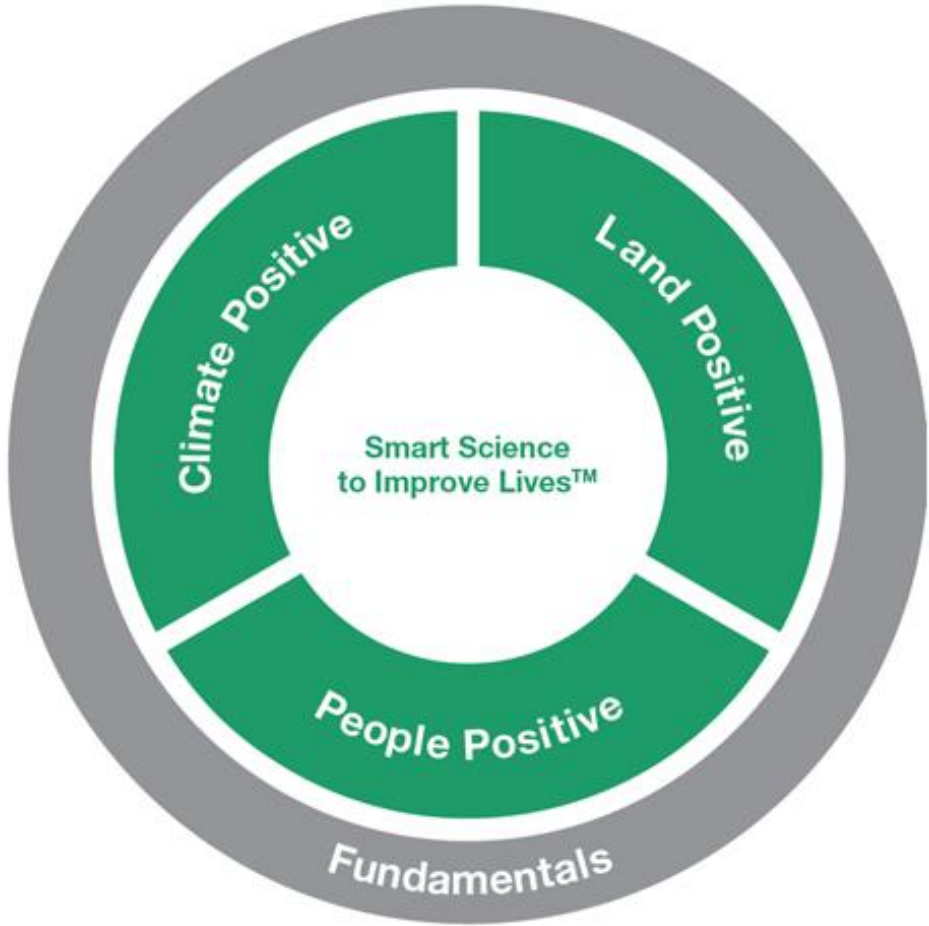


Stuart Arnott – President, Sustainability

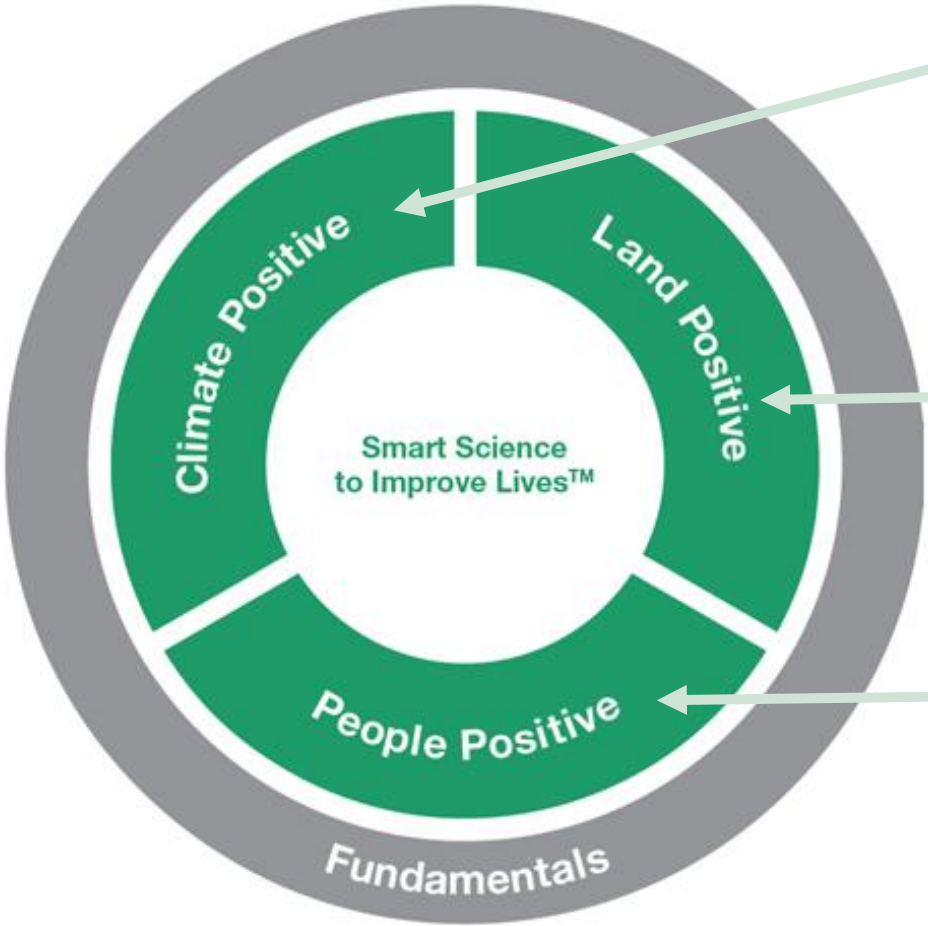
The United Nations Sustainable Development Goals (SDGs)



Climate, Land and People Positive



Aligning our strategy with the UN SDGs





Climate Positive

Carbon Cover

Reducing Emissions

Sustainable Innovation



Land Positive

Land Use

Crop Science Innovation



People Positive

Health & Wellbeing

Improving More Lives

Gender Balance

7	7	13	17
7	9	13	
9	12	13	
2	12	15	17
2	12	15	17
3	4	6	17
		5	

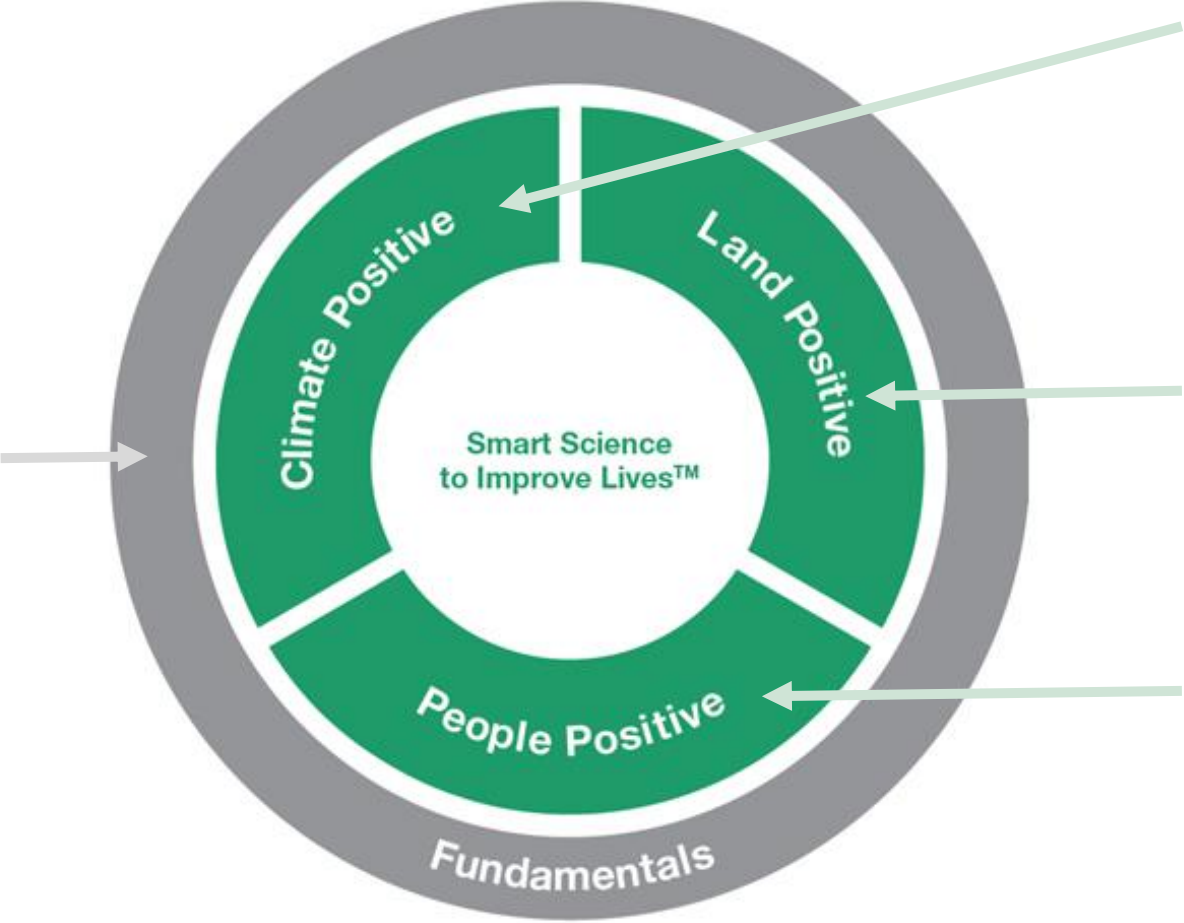
Aligning our strategy with the UN SDGs



Fundamentals

Health, Safety & Wellbeing			
Process Safety			
Environmental Stewardship			
Fair Income			
Supplier Partnership			
Knowledge Management			
Quality Assurance			
Product Stewardship			
Responsible Business			

Fundamentals data pack available





Climate Positive

Carbon Cover			
Reducing Emissions			
Sustainable Innovation			



Land Positive

Land Use			
Crop Science Innovation			



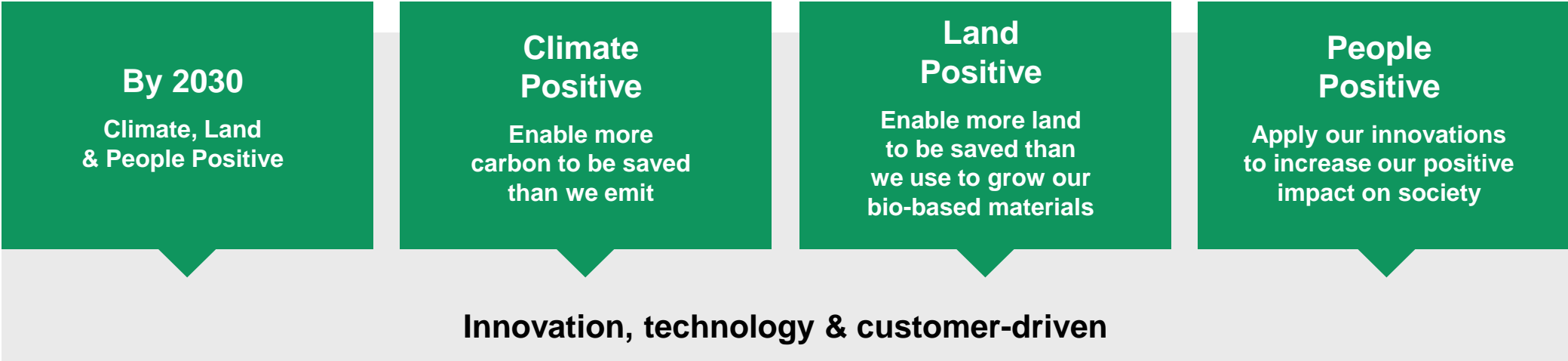
People Positive

Health & Wellbeing					
Improving More Lives					
Gender Balance					

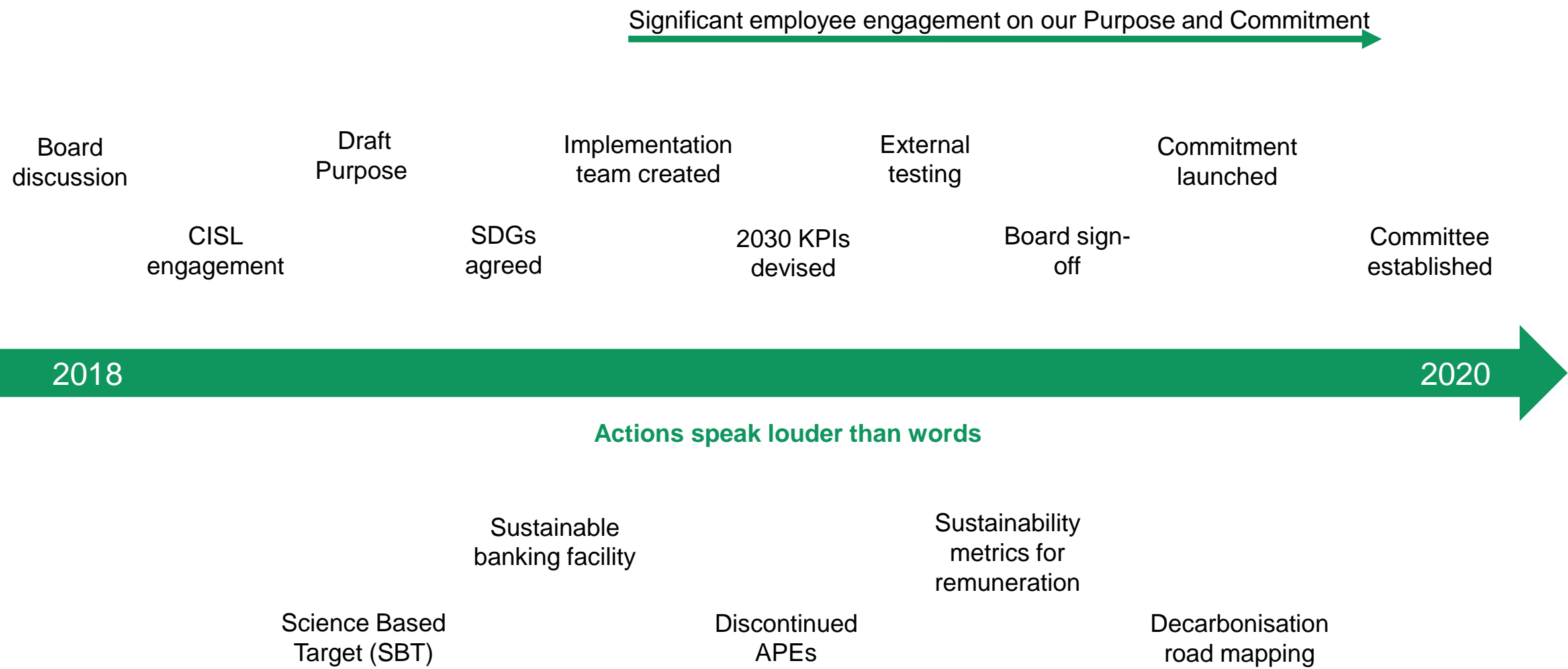
A sense of urgency



A restorative strategy



A strategy built by our people



APEs, or Alkyl phenols, have potential for adverse effects on health and the environment

By 2030 we will be Climate Positive

We will continue to reduce our carbon footprint and increase our use of bio-based raw materials, whilst the benefits in use of our ingredients will enable more carbon to be saved than we emit through our operations and supply chain



Reducing emissions

By 2030, we will have achieved our SBTs, in line with limiting global warming to 1.5°C

By 2050, we will be a net zero organisation



Sustainable innovation

By 2030, over 75% of our organic raw materials by weight will be bio-based, absorbing carbon from the atmosphere as they grow



Carbon cover

By 2030, use of our products will avoid four times the carbon emissions associated with our business, our 4:1 carbon cover

By 2030 we will be Land Positive

Our products will enable more land to be saved than is used to grow our bio-based raw materials.
Our innovation will help customers to mitigate the impact of climate change and land degradation, increasing the availability of land suitable for growing crops



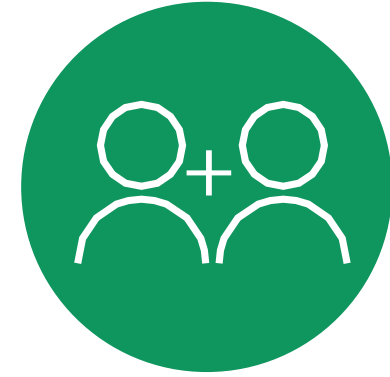
Land use

By 2030, the land area saved through the improved yields as a result our ingredients and technologies will exceed that used to grow our raw materials



Crop science innovation

We will bring an average of two Crop technologies to market each year that help our customers mitigate the impact of climate change



Partnerships

By 2030, we will have established three new partnerships to contribute to the recovery of compromised farmland

By 2030 we will be People Positive

We will apply our innovation to increase our positive impact on society. We are improving the lives of our own employees and people around the world by developing ingredients to improve health and wellbeing as well as encouraging and promoting diversity



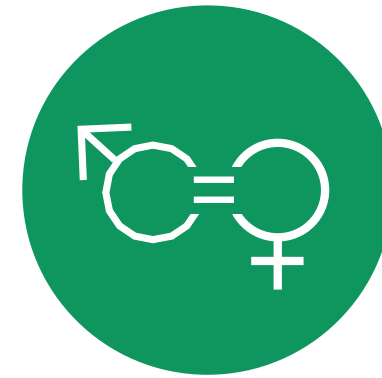
Health and Wellbeing

By 2030, we will contribute to the development of 25% of WHO-listed pipeline vaccines and protect at least 60m people pa from harmful UV rays



Improving lives: Croda Foundation

We will establish and fund a Croda Foundation to help improve more lives in our local communities, supported by our technologies



Gender balance

By 2030, we will achieve gender balance across the leadership roles in our organisation

The Croda difference – why we will succeed



Our History

Sustainability is enshrined in our heritage, right from the very beginning



Our People

We have at our core a can-do, family spirit, working as one global team to deliver great results in a friendly, fun environment



Our Innovation

We have an entrepreneurial spirit, creating clever products to deliver great value to our customers



Our Customer Focus

We have a laser-like focus on our customers, giving them mission critical products to transform their brands



Our Performance

We have a strong track record of consistent delivery and performance

Delivering our Sustainability strategy



Phil Ruxton – Vice President, Sustainability

2020 delivery – embedding our Sustainability strategy

Winning hearts and minds



Angelica Matos,
Regulatory Manager, Croda Brazil

“By having a sustainability strategy focusing on the positive impact of Climate, Land and People, it gives a message to everyone that our company is committed to a better planet”



Mohsin Mohammed,
Process Engineer, Croda Europe

“My involvement in this process for the Hull site has been an eye-opening experience on the importance of our sustainability commitments”

Driving progress

Established Sustainability Committee

- Remit:
 - Development, measurement and delivery of Croda’s sustainability targets
 - Development of Croda’s sustainability agenda
 - Internal and external communication
- Chaired by Executive Committee member
- Drives ownership across Croda leadership, not just in the hands of specialists

2020 deliverables

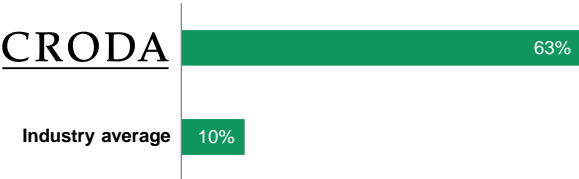
- Completion of 2016-2020 Sustainability objectives
- Decarbonisation roadmaps for key sites
- Define 2021-2025 milestones across all targets
- Refine and embed performance metrics
- Integrate “Our Commitment” into regional and sector strategies

Sustainability is no longer a specialist subject, but we have the specialists

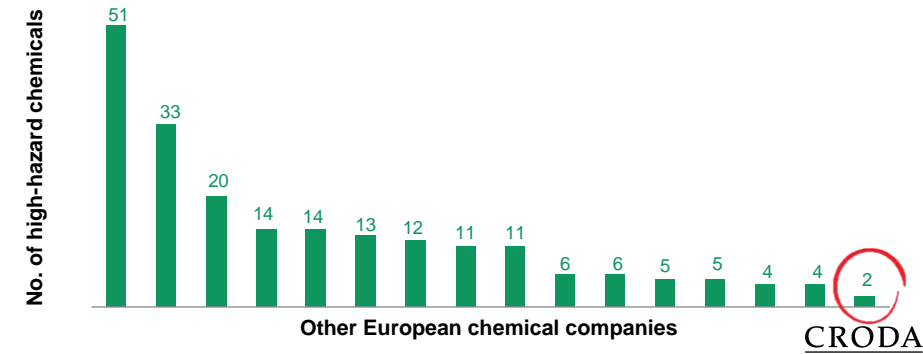
Croda – already a leader in Sustainability

Clearly differentiated

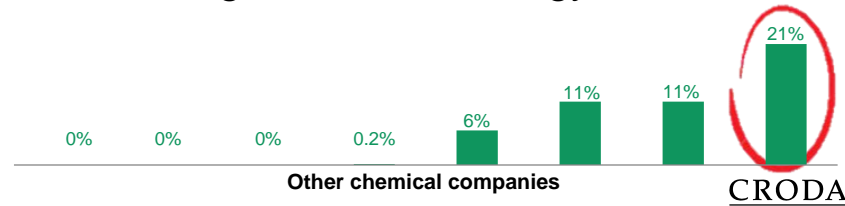
Bio-based organic raw materials



Lower hazard chemistry*



Sector leading renewable energy use



Externally recognised by rating agencies



Recognised by Accenture for climate leadership

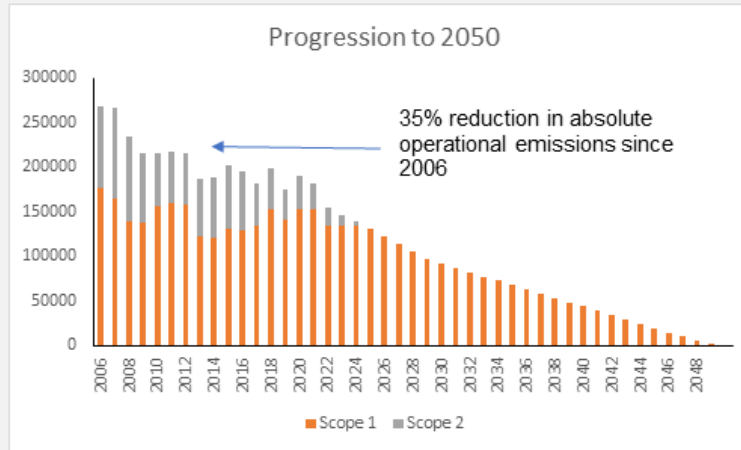
	SCORE	CRODA	Other chemical companies						
			A	B	C	D	E	F	G
Carbon reduction	Out of 4	4	1	2	0	2	3	2	4
Carbon offset	Out of 2	1	0	0	0	1	0	0	2
Wider leadership	Out of 4	3	0	3	1	3	1	2	3

*Source: ECHA, ChemSec SIN list, J.P. Morgan. Number of chemicals on REACH Substances of Very High Concern (SVHC) lists

Source: Accenture

By 2019 we had already achieved a lot

Emissions reduction



Sustainable palm



99%

of sites using RSPO
certified Palm Oil

Safety

58%

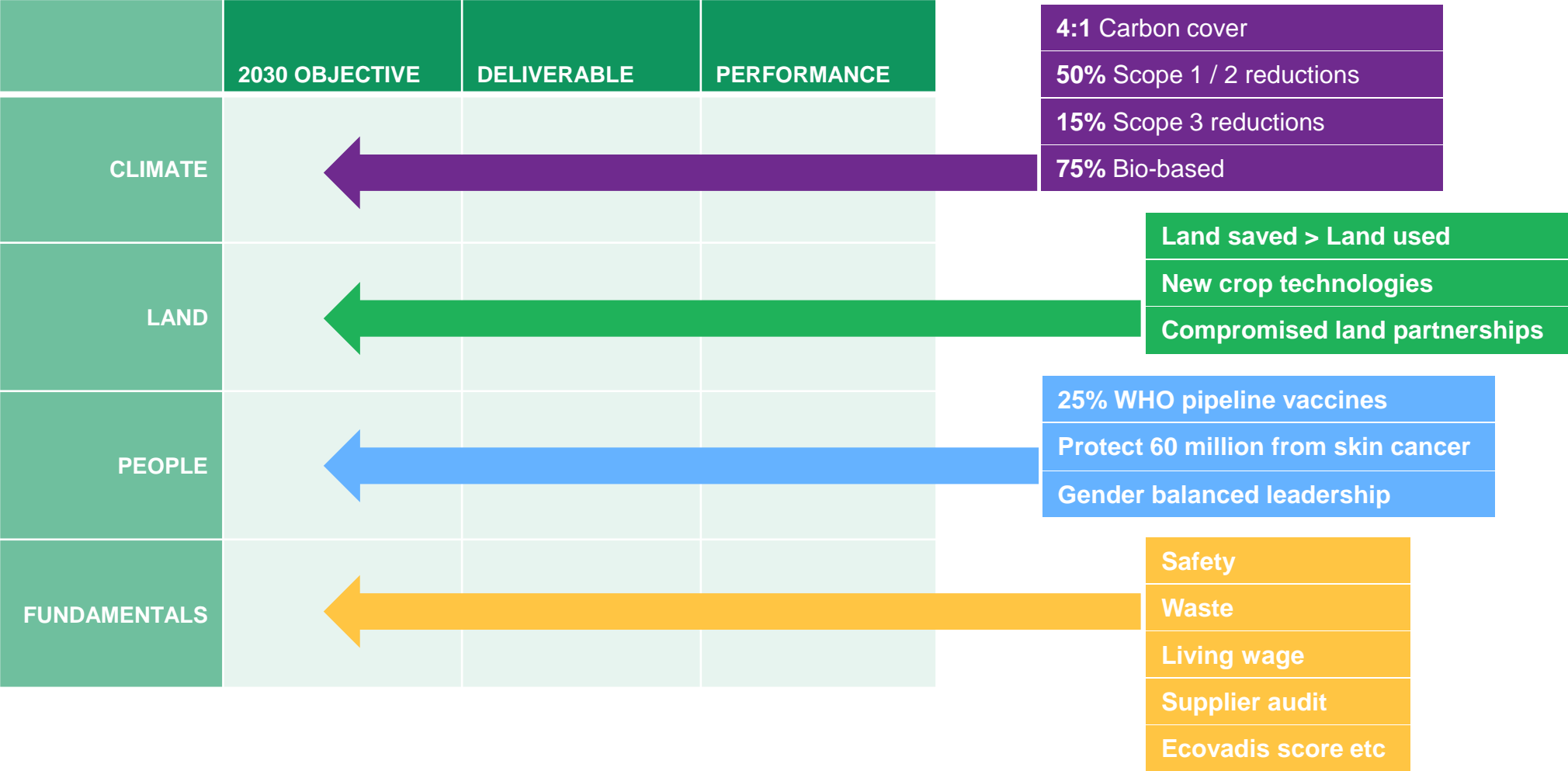
reduction in Total
Recordable Injury Rate
(TRIR)*

Health and wellbeing

- 40 million lives protected from skin cancer
- 2 billion doses of vaccine containing Croda technology

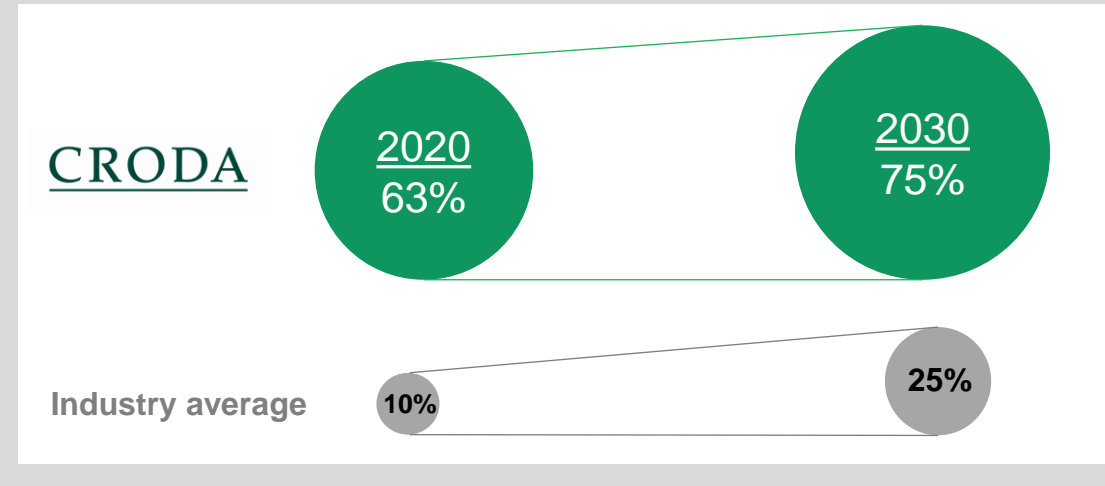
* Reduction in the period 2015-2019

New performance targets will drive leadership to 2030



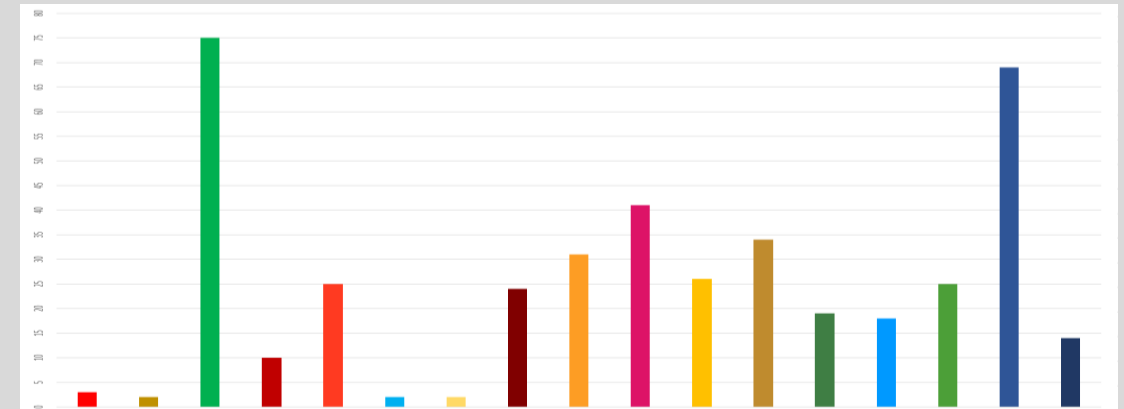
Supported by measurement of Sustainable revenue

Bio-based organic raw materials



Revenue by UN SDGs

Illustrative purposes only



“Green” revenues

Defined as those that are derived from products and services that have a positive environmental utility

50%
FTSE Russell

Guided by best practice in disclosure

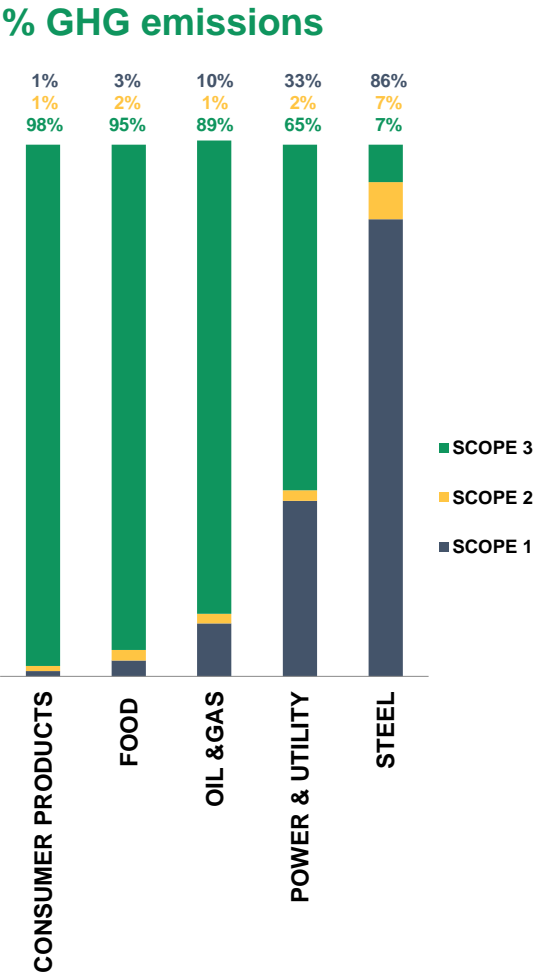
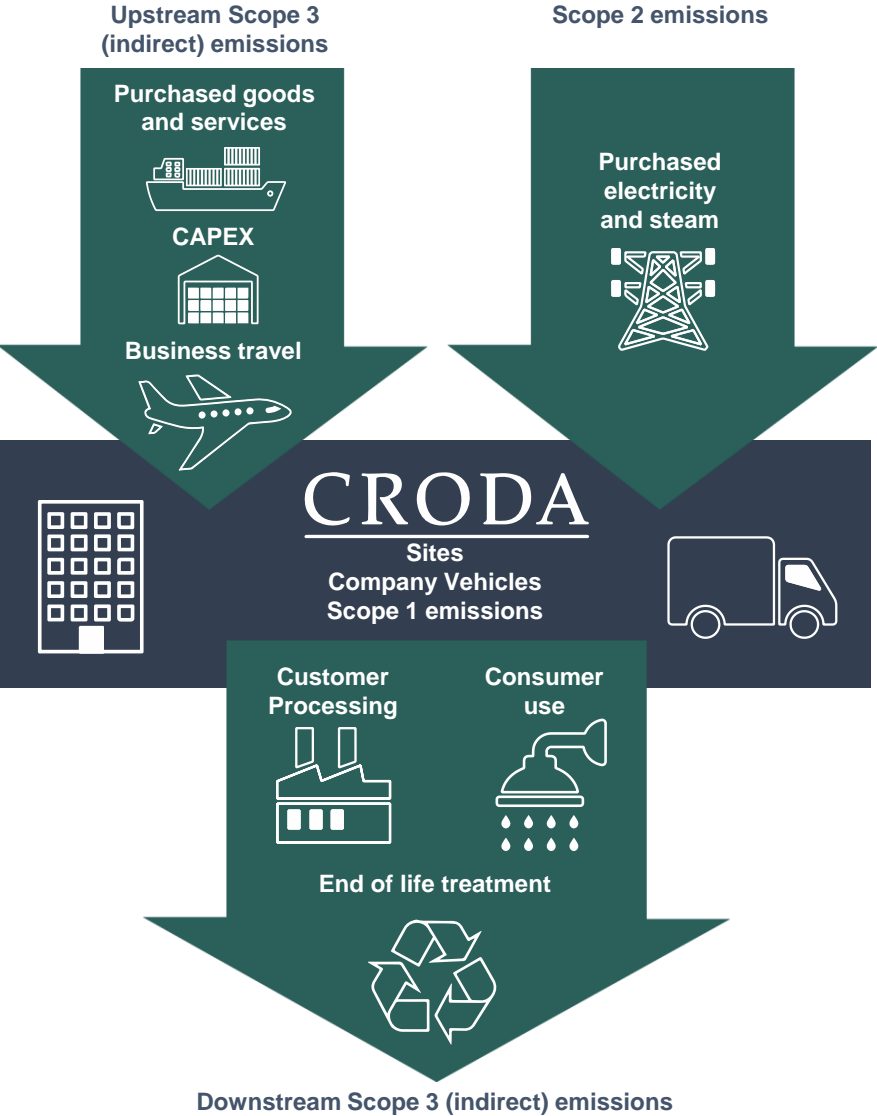


Becoming Climate Positive



Julia Creasey – Sustainability Manager

Understanding Croda's carbon footprint



2018 data is quoted as this is the baseline used for Croda Science Based Target related metrics Source for % GHG emissions is interviews conducted by WBSCD and BCG in Q1 2020

Croda's 2030 carbon objective

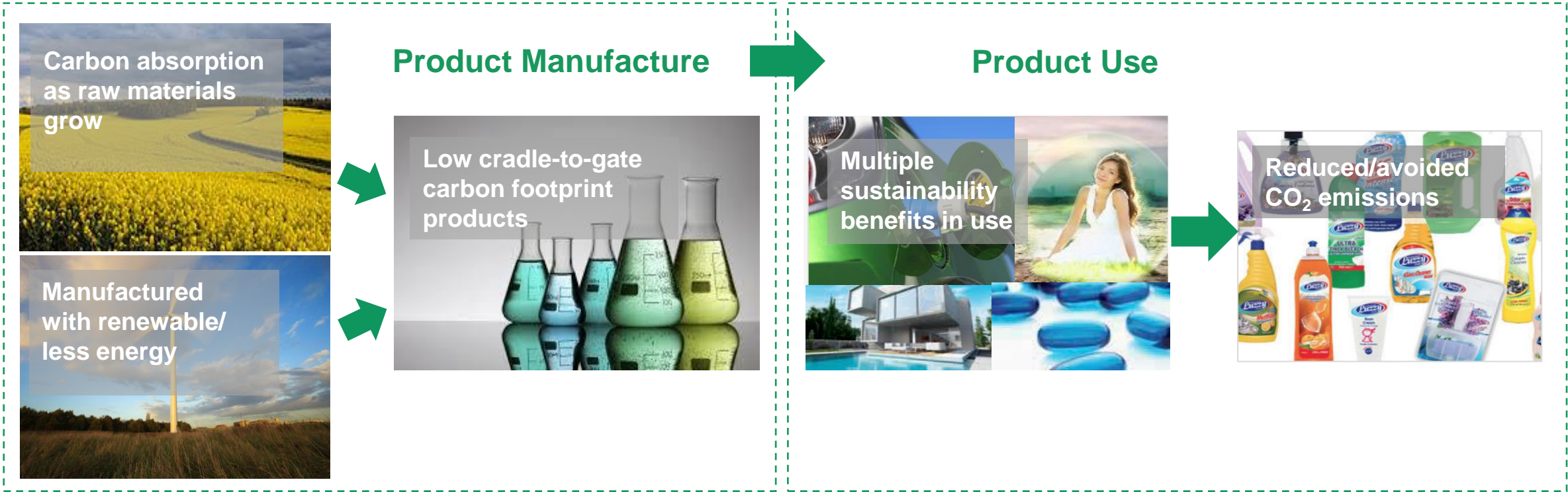
Croda's carbon objective
Climate Positive: enabling more carbon to be saved than we emit



Reducing Croda's carbon footprint



Saving carbon



How do we deliver lower carbon?

Reducing Croda's carbon footprint Product Manufacture



Sustainable Innovation

- Replacing petrochemical raw materials with bio-based
- Investing in biotech
- Designing bio-based products



Reducing Emissions

- Replacing fossil fuels with renewable energy
- Reducing energy usage
- Creating new process technologies



Customer benefit:

- Reduces their upstream scope 3 carbon emissions

Saving carbon Product Use



Carbon Cover

Four externally verified case studies:

- **Coltide Radiance** for clothing lifetime extension
- **Perfad Friction Modifiers** for increased fuel efficiency
- **Maxemul surfactants** for VOC free paint
- **Priplast adhesives** for automotive light-weighting



Customer benefit:

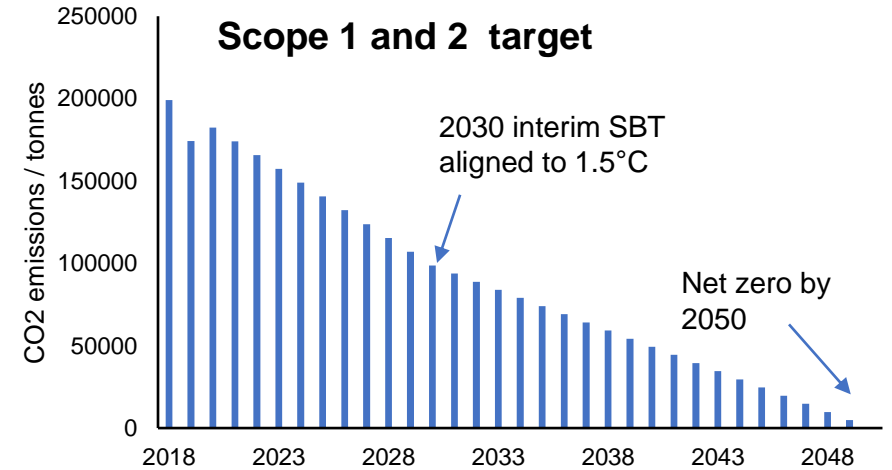
- Reduces their downstream scope 3 carbon emissions
- Provides extra value proposition for their customers
- Claims facilitate consumer engagement

Reducing Croda's carbon footprint....



Leadership through ambition:

- Only 8 companies in the chemical sector have validated SBTs



Scope 3: Supply chain engagement



Croda's Science Based Targets have been submitted but are not yet verified

...through credible solutions

Carbon reduction

Eliminate Reduce Reuse Substitute



- Operational efficiency measures
- Clean power / energy transition
- Supplier engagement
- Consumer behaviour measures



Focus on decarbonisation roadmaps

Carbon compensation

GHG Removals Insetting Offsetting



"It is important to note that companies are unlikely to achieve a net zero target without large reductions in their scope 1, 2 and 3 emissions, as the greenhouse gas removal market is immature".
Carbon Trust

Carbon management

- Internal carbon pricing
- Product portfolio shift
- Green financing
- Technology innovation / partnerships
- New ways of working in R&D to deliver sustainable innovation



Which will make Croda Climate Positive by 2030

Reducing Croda's carbon footprint Product Manufacture

Key site projects:

- On-site renewable energy production
- Zero emission capacity expansions
- Grid connectivity to renewable sources
- Novel process technologies

2020

Largest sites drafting roadmaps; Engage suppliers on scope 3

2022

All locations to have finalised roadmaps; YoY emission reductions progressing

2030

SBTs achieved; Path to Net Zero clear

Saving carbon Product Use

Development of carbon cover for broader product/application to discover entire portfolio benefit

2019 sales of these products will lead to **850,500** tonnes CO₂ avoided throughout their lifetime

By 2030, products sold will avoid **3.8 million** tonnes CO₂e

- Further discovery of avoided emissions for existing products
- Innovation to develop new products with carbon cover ratio >4:1

Case Study: first mover advantage in Climate Positive surfactants

Croda opportunity

- Transferring existing customers from petro-based to bio-based surfactants without sacrificing performance
- Purchased by new customers across categories
- Robust US\$20m pipeline for future annual sales
- R&D investment in next generation bio-surfactants

Made with renewable energy

- Local landfill gas purchased for electricity and steam generation on site
- On-site solar farm generates extra renewable electricity
- Topped up to 100% renewable electricity through RECs
- 1.3m tonnes CO₂e avoided since 2012



**Unilever* to
eliminate fossil-
based materials
in cleaning
products by 2030**



By 2030, Unilever is to replace 100% carbon from fossil fuels in its cleaning and laundry formulations with renewable or recycled carbon.

<https://www.unilever.com/news/press-releases/2020/unilever-to-invest-1-billion-to-eliminate-fossil-fuels-in-cleaning-products-by-2030.html>

Smart Science to Improve Lives™

RECs are Renewable Energy Certificates

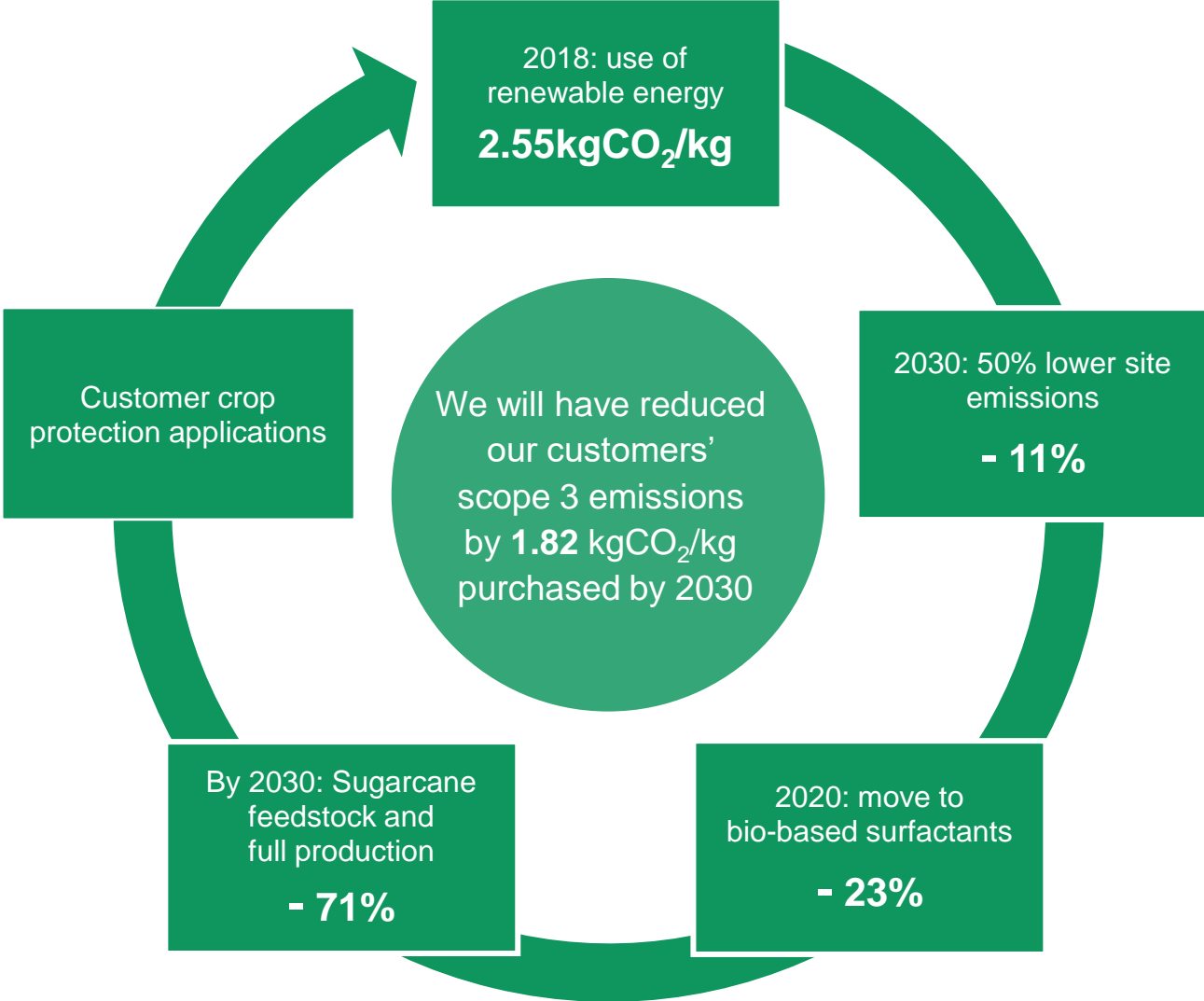
CRODA

Case Study: first mover advantage in Climate Positive surfactants

Example – Tween™ from Croda Crop Protection

Land Positive:

- Increased yields – minimising land use
- Reduced pesticide and changing agricultural practice, leading to avoided emissions



Becoming Climate Positive Summary

- Croda's Climate Positive Strategy is about saving more carbon than we emit
- We can support our customers in reducing their scope 3 emissions by reducing our carbon footprint, and delivering products which save carbon in use

- We will decarbonise credibly in order to achieve our own Science Based Targets – our proven track record gives us confidence in our ability to achieve our ambition
- Our Climate Positive bio-based surfactants offer carbon benefits throughout the supply chain

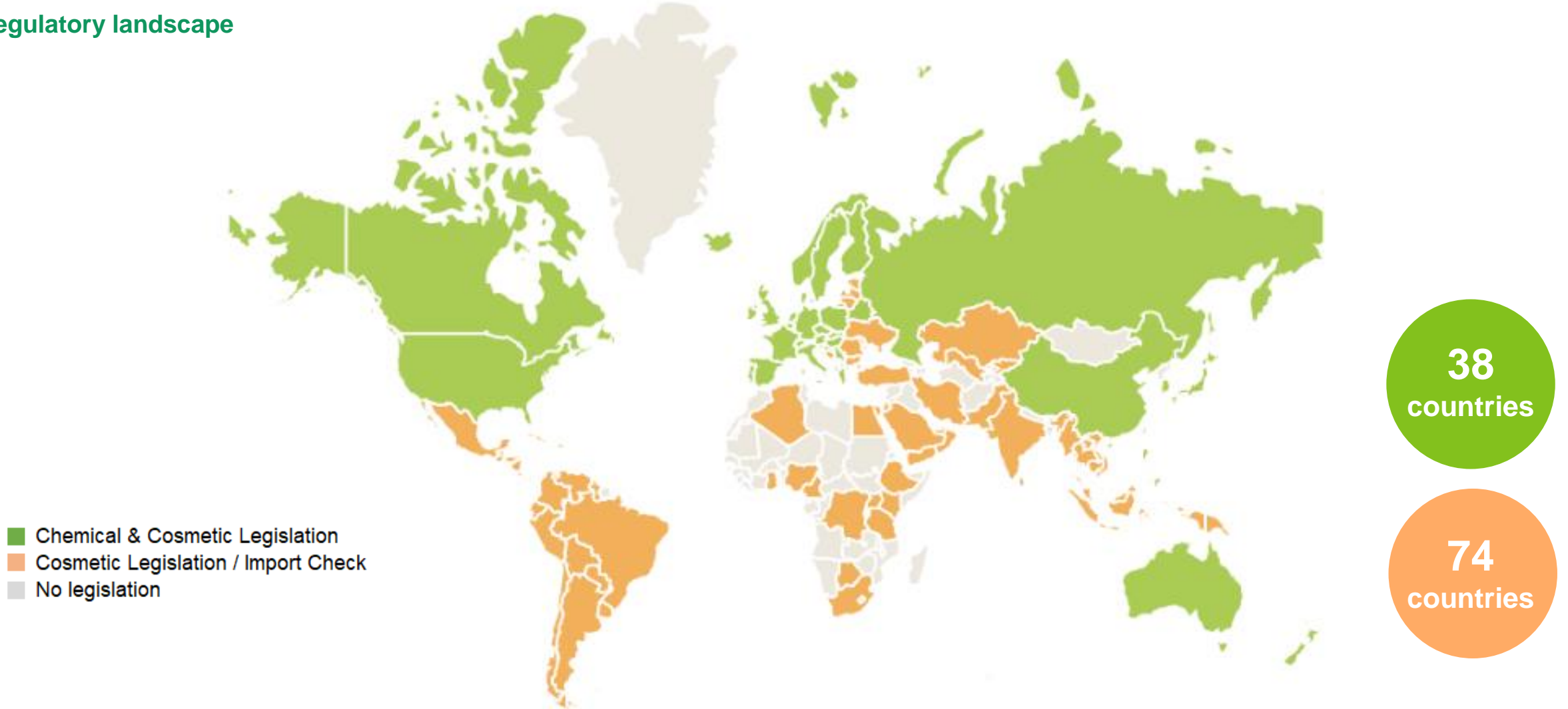
Delivering Sustainability to our customers



Steve Foots – CEO

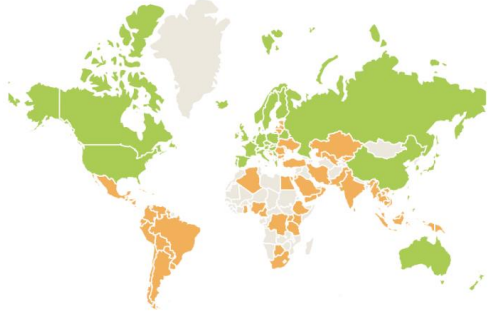
Regulation is a key driver of change...

Regulatory landscape



...But customer demand and market disruption are also creating opportunities

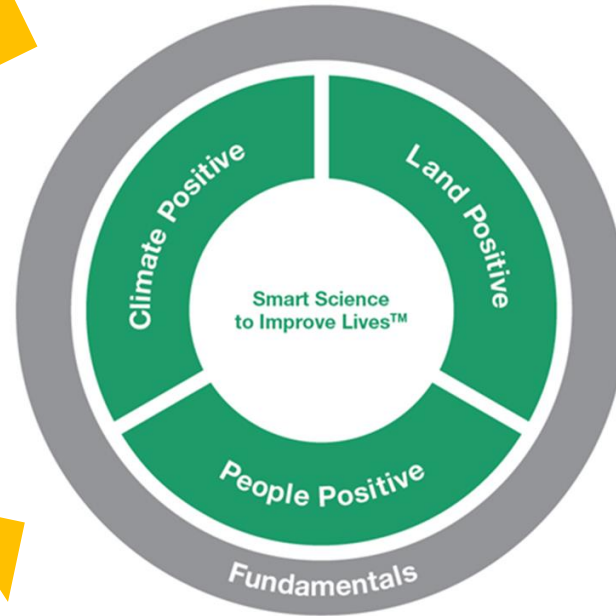
Regulatory landscape



Customer demand



Market disruption



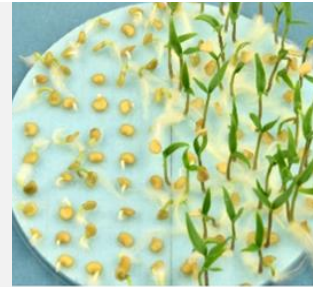
Climate Positive

- Innovation for consumer products
- Reducing customer scope 3 emissions
- Align with customer bio-based agenda



Land Positive

- Supply chain partnerships
- New market opportunities



People Positive

- High growth niches for health and wellbeing
- Opportunities to improve lives

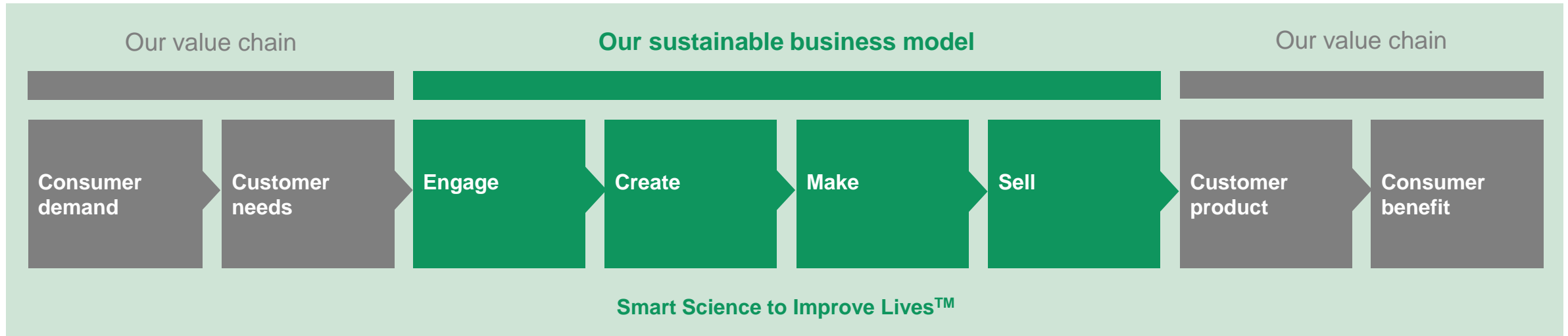


Customer perspectives



Chris Sayner – Vice President, Customer Alliances

Our sustainable and customer-centric model



- We sell thousands of ingredients to thousands of customers
- Through our global network and direct customer focus, every day unseen Croda technology touches virtually every one of us

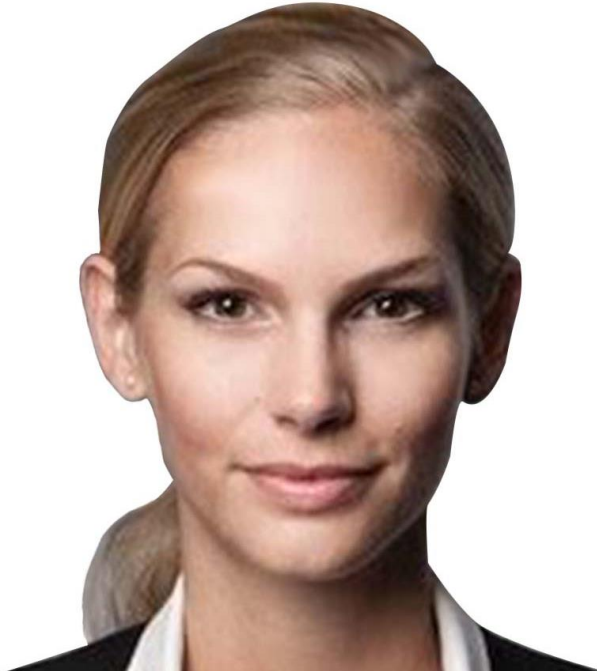
Croda – the critical link between customers and suppliers



Partnering across the supply chain

Customer panel

Kyra Constanze Pauly



Head of Strategy & Impact Programs,
Bayer

Thomas Udesen



Chief Procurement Officer,
Bayer

Uwe Bergmann



Director Sustainability Management,
Henkel

Opportunities in consumer markets

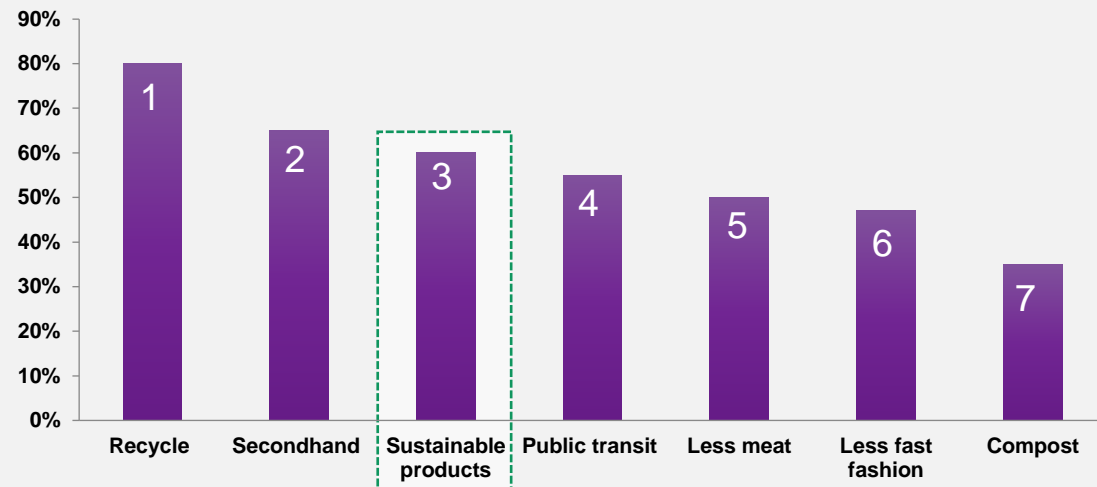
Maarten Heybroek – Sector President

Jennifer Hart – MD Beauty Effects

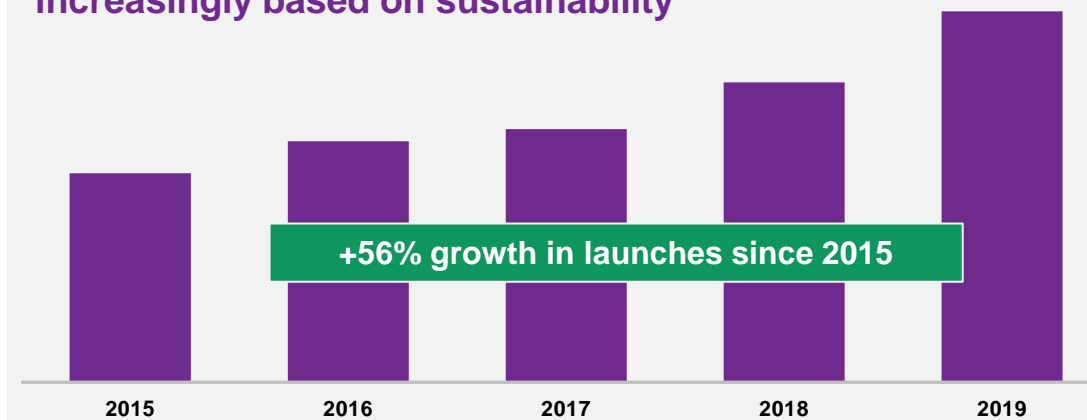
The rise of Sustainability in consumer ingredients



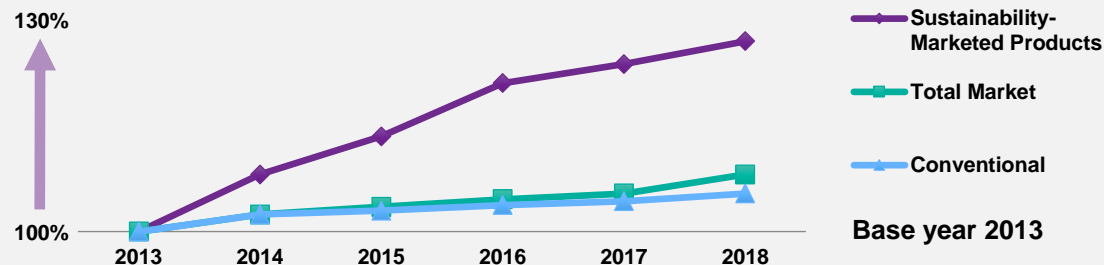
Top 7 ways Gen Z & Millennials plan to be more 'Eco'



New personal care global launches increasingly based on sustainability



Sustainability-marketed products grew 5.6x faster than conventionally marketed products



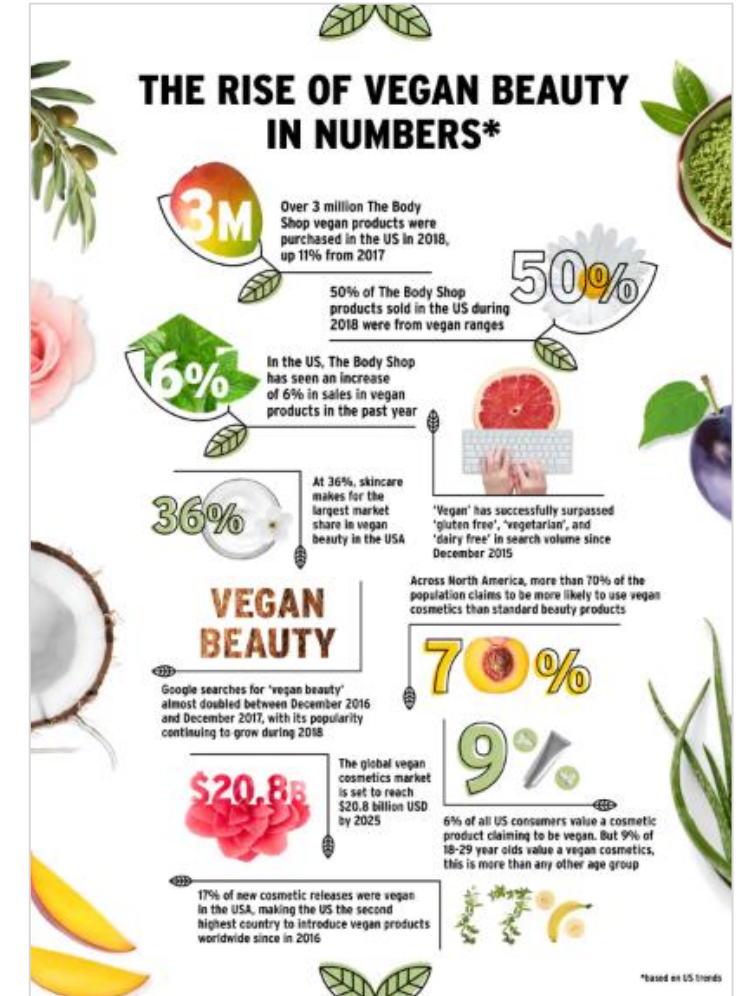
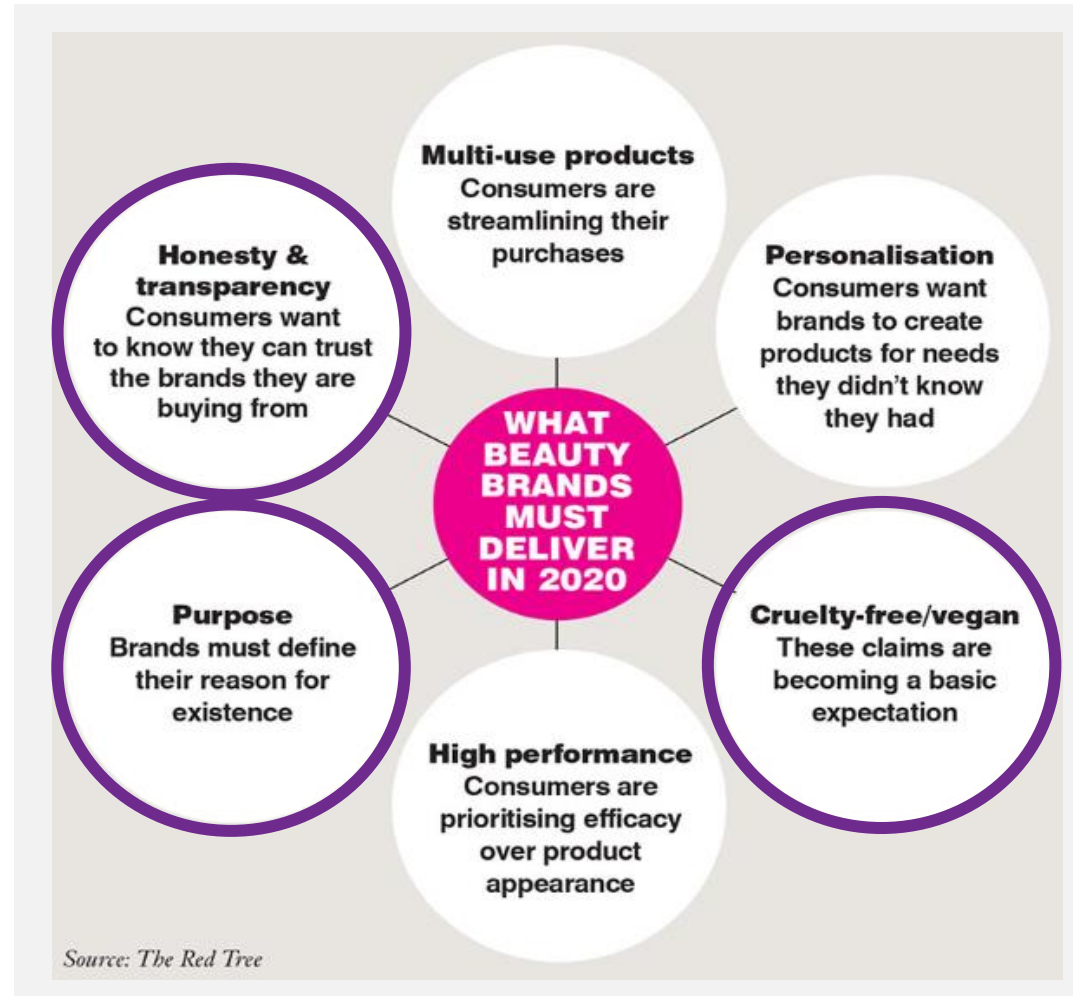
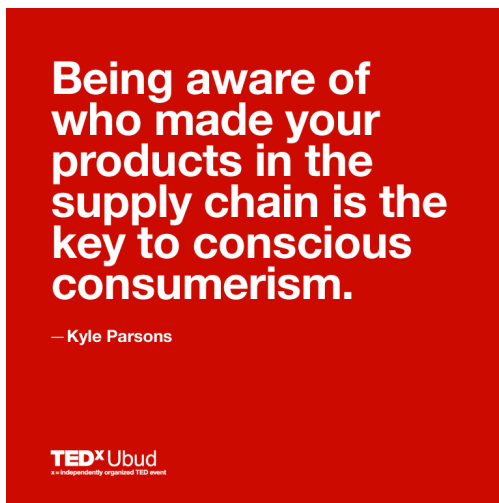
Consumers demanding ingredient integrity

- **72%** of consumers want a brand to explain what the ingredients do
- Over **60%** of consumers want brands to identify sources for ingredients
- **51%** of consumers would switch to a new personal care product if they were better able to understand what was in it

Sources: Top left: <https://wwd.com/business-news/technology/shoppers-contemplate-conscious-consumerism-1202948917/>
 Top right: Carbon Neutral; Ethical - Environmentally Friendly Product; Ethical - Sustainable (Habitat/Resources) as the claim in PC launches Mintel GNPD, Jan 2020

Bottom left: <https://www.stern.nyu.edu/sites/default/files/assets/documents/NYU%20Stern%20CSB%20Sustainable%20Share%20Index%E2%84%A2%202019.pdf>
 Bottom right: 2018 FIT Transparency Perception Assessment Study

The rise of Sustainability in consumer ingredients



By 2025, the global vegan cosmetics market is forecast to reach \$20.8bn and to exceed \$1.6bn in the US alone

The rise of Sustainability in consumer ingredients



The Washington Post

‘Clean’ beauty has taken over the cosmetics industry

11 March 2020

- 39% growth for ‘clean’ skin care products 2019
- By 2027, Clean Beauty estimated to reach \$54bn



Want to know exactly what’s in your products?

That’s why we created Target Clean—a new, easy way to identify products formulated without specific ingredients you may not want



We live for discovering the best, cleanest indie and luxury brands around, and carry the largest collection of safe, non-toxic beauty products. So you can play, get inspired and find that you love clean beauty



Sources: https://www.washingtonpost.com/lifestyle/wellness/clean-beauty-has-taken-over-the-cosmetics-industry-but-thats-about-all-anyone-agrees-on/2020/03/09/2ecfe10e-59b3-11ea-ab68-101ecfec2532_story.html. Clean Beauty market expected to grow from \$36bn in 2019 to \$54bn by 2027 (Future Market Insights 2019).
<https://www.beautyindependent.com/target-clean-beauty-personal-care/>

Changing legislation & consumer trends create new opportunities



- Customers are building or acquiring purpose brands
- They are aspiring to be a force for good
- They are setting ambitious sustainability targets, often beyond requirements of regulators

... Creating a new reliance on suppliers to help them reach their targets

L'ORÉAL

“By 2030 95% of our ingredients will be biobased or from circular processes... by 2030 our strategic suppliers will reduce their scope 1 & 2 emissions by 50% vs 2016”

“To source 100% of our agricultural raw materials sustainably by 2020....we will achieve net zero emissions from our products by 2039”



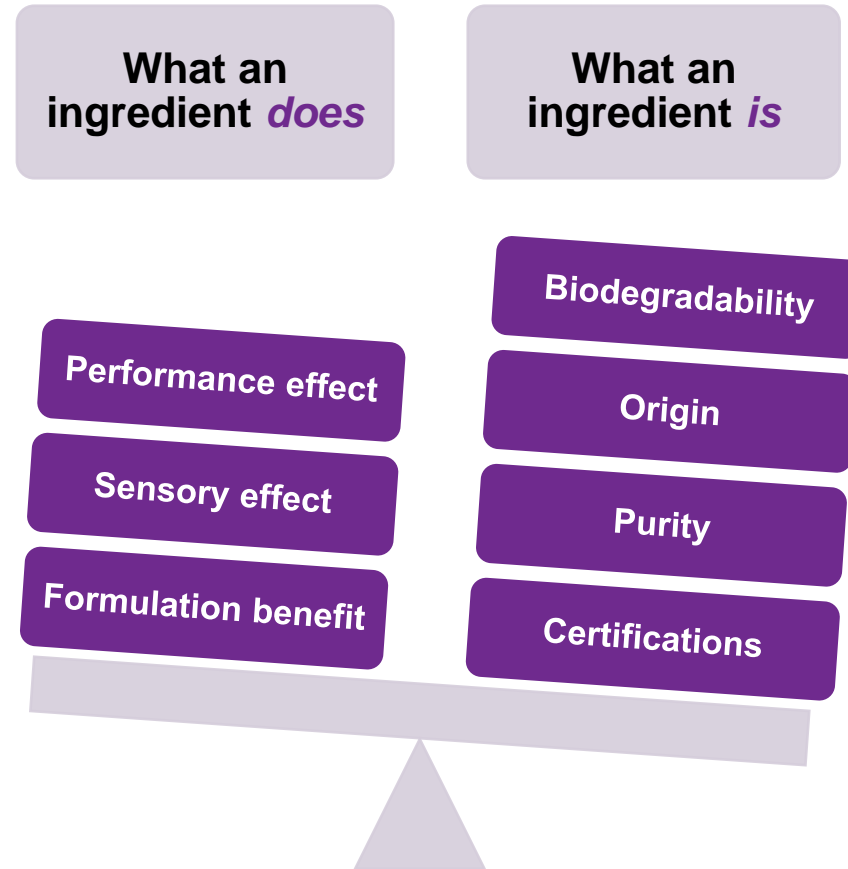
natura & co

“We will achieve Net Zero carbon emissions by 2030 for our brands, reducing carbon emissions aligned with science-based targets, tracking emissions throughout our value chain and that of our suppliers”

“By 2030 all of our formulations will be 100% biodegradable.... focus on ingredients with a reduced environmental footprint”



...and customers are seeking ingredient transparency...



...from sustainably positioned partners

And Croda is responding



★ 45 INGREDIENTS

Commercial Anti-aging Moisturiser

Ingredients: Aqua (Water/Eau), Glycerin, Butyrospermum parkii (Shea) butter, Cyclopentasiloxane, Steareth-21, Caprylic/capric triglyceride, C12-15 alkyl benzoate, Cyclohexasiloxane, Dimethicone, Steareth-2, Glyceryl stearate, Cetearyl alcohol, Polyacrylamide, Butylene glycol, Alcohol denat., C13-14 isoparaffin, Phenoxyethanol, Dimethiconol, Caprylyl glycol, Ascorbyl glucoside, Laureth-7, Parfum (Fragrance), Propylene glycol, Sodium benzoate, Tocopheryl acetate, Sodium hyaluronate, Pentyleneglycol, Hibiscus abelmoschus extract, Ethylhexylglycerin, Retinyl palmitate, Phyllanthus emblica fruit extract, Hydrolyzed rice protein, Tetrasodium EDTA, Sorbitan laurate, Panax ginseng root extract, Carbomer, Dipropylene glycol, Dimethylmethoxy chromanol, Xanthan gum, Polysorbate 20, Hydroxyethylcellulose, Acetyl dipeptide-1 cetyl ester, Morus alba leaf extract, Tocopherol, Palmitoyl tripeptide-1, Palmitoyl tetrapeptide-7.



★ 14 INGREDIENTS

Croda Age Defence Sleep Cream

Ingredients	% w/w
Water	65.50
Glycerin	3.00
Sodium Benzoate	0.50
Crodamol IPIS (Isopropyl Isostearate)	7.50
Crodamol GTCC (Caprylic/Capric Triglycerides)	7.50
SP Crodacol S95 MBAL (Stearyl Alcohol)	5.00
ECO Brij S2 MBAL (Steareth-2)	2.50
ECO Brij S721 (Steareth-21)	2.50
Shea Butter (Butyrospermum Parkii (Shea Butter))	2.50
Matrixyl® 3000	3.00
Sodium Lactate	0.50

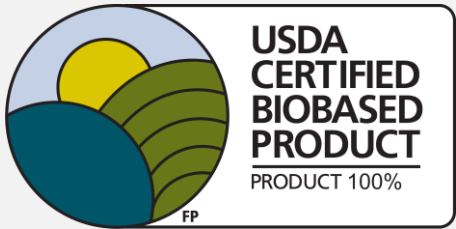
How To Incorporate Sustainability Into Your Indie Beauty Brand



And Croda is responding



Bio-based ECO surfactants



Sustainable solar protection



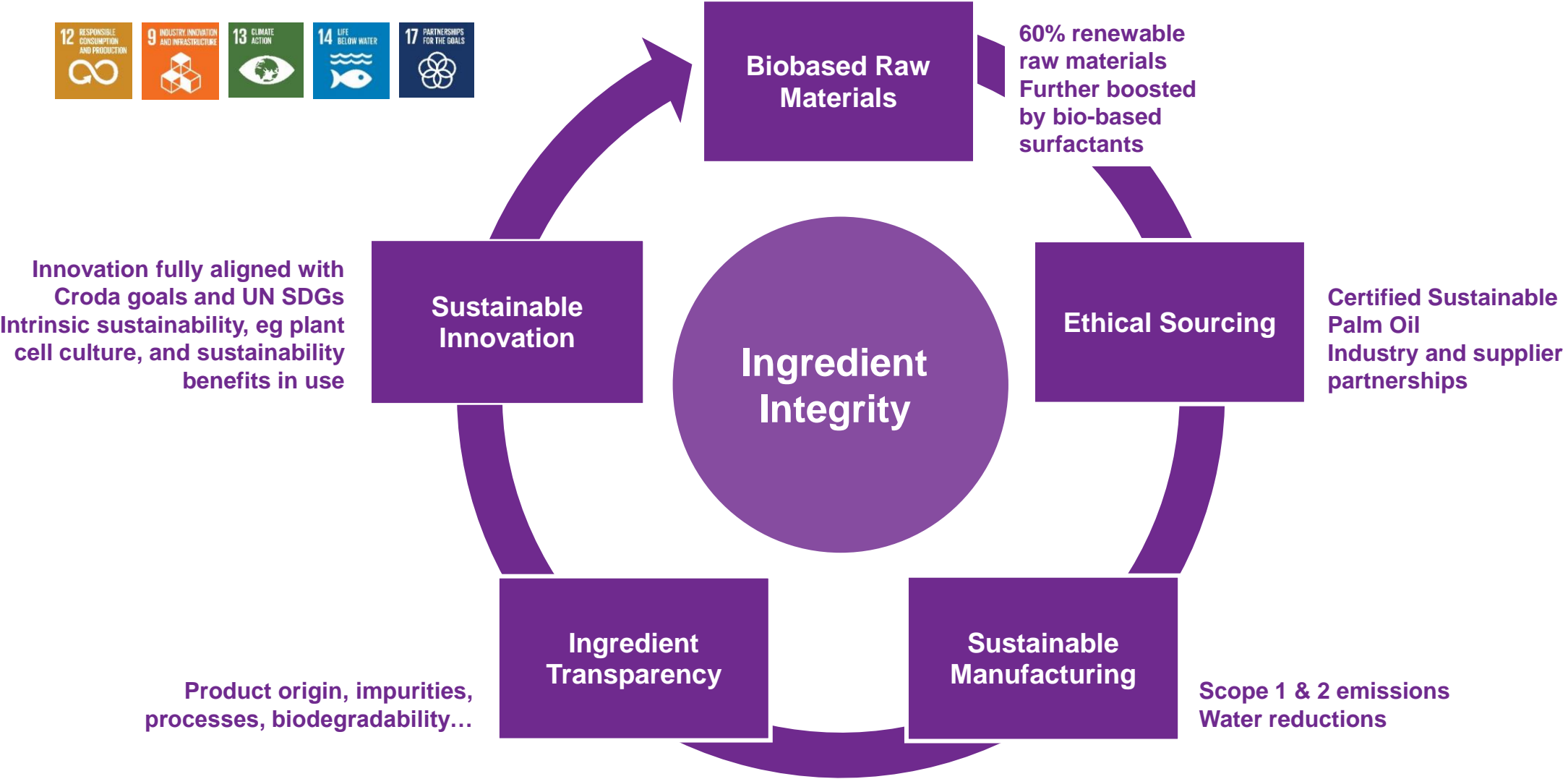
Botanicals from ethical partnerships



Plant Cell Culture actives



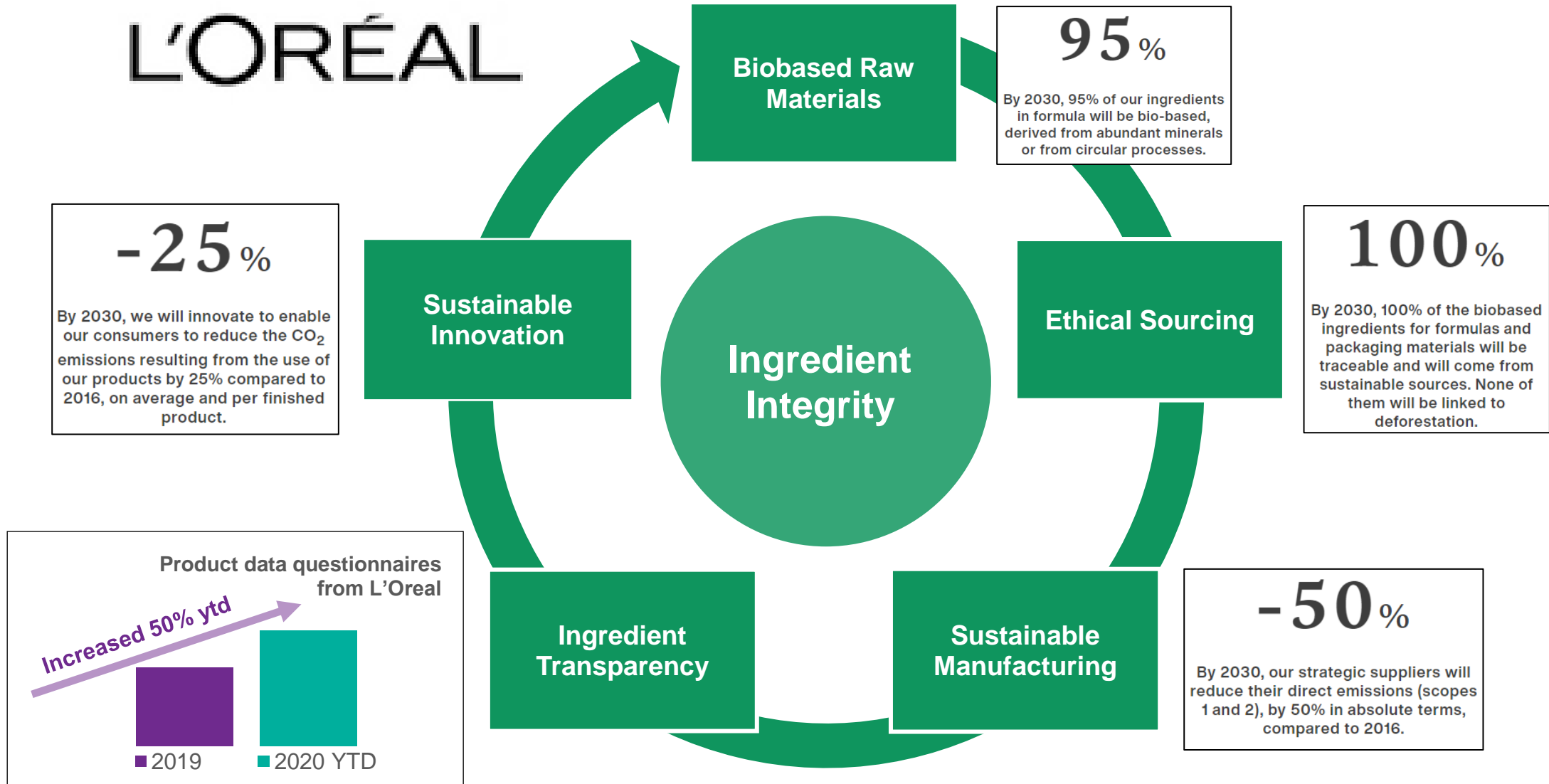
Croda has created 5 key platforms to help customers succeed



...addressing all their stated needs



L'ORÉAL

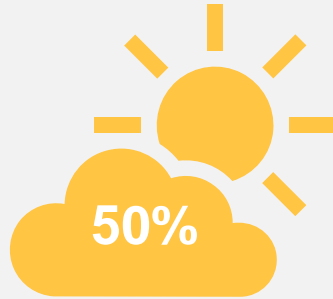


Case study – Sustainable mineral solar protection



Customer benefits

- **Protection from skin cancer**
 - 3m cases of skin cancer pa
 - Due to sun exposure
 - Daily use of SPF 15+ sunscreen halves melanoma risk
- **Safe effective sunscreens**
 - Mineral sunscreen actives are the natural choice
 - Formally classified safe by regulators
 - Provide protection across a broader spectrum
 - UV, IR, pollution, blue light
- **Conscious consumerism**
 - Natural preference
 - Reef/coral safe

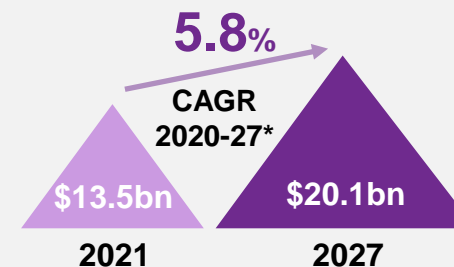


Sustainability benefits

- **SDG 3 Good Health and Wellbeing**
 - “Reduce mortality from non-communicable diseases”
- **Our Commitment**
 - People Positive: By 2030, Croda will protect >60m people pa from the risk of sun-induced skin cancer
 - Climate Positive: reduce GHG emissions from our own activities and avoid carbon emissions in the supply chain



Croda opportunity



14.6%
sunscreens used **mineral sunscreens** only

88.6%
increase over a 5-year period**

- Builds on our heritage in mineral sunscreens
- Through innovation, partnerships & disruption



Case study: Doubling the lifetime of clothes with Coltide



Customer benefits

- **Market drivers**
 - Fabric softeners: 'Care for Clothing'
 - Beauty into fabric – eg sensory benefits
 - Renewable ingredients
- **Customer launches based on fabric protection claims**
- **Croda's ingredient: Coltide Radiance™**
 - Protects individual fibres, reducing damage and fibrillation
 - Restores shape and elasticity
 - Restores softness



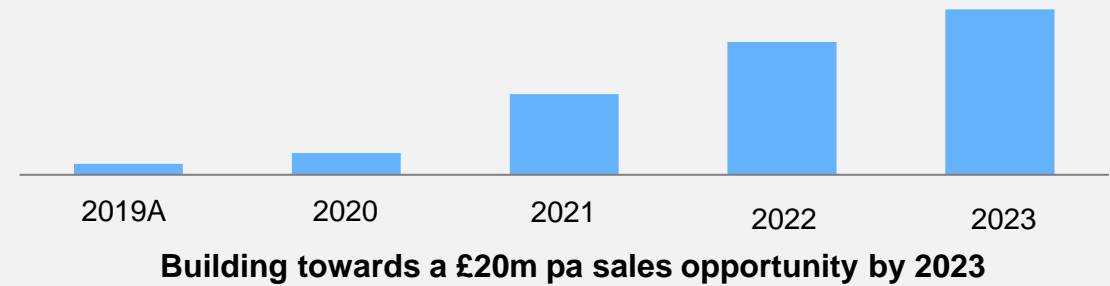
#fight the 5 signs of clothes aging

#new for longer

Sustainability benefits – verified by Avieco (formerly Carbon Smart)

- **Coltide Radiance™ doubles lifetime of clothes**
 - 10% of clothes do not need to be replaced
- **For every 1kg of Coltide Radiance™ used**
 - 19.5kg clothes avoided manufacture
- **For every 1 tonne of Coltide Radiance™ used**
 - 478 tonnes carbon avoided = 102 cars off the road for a year
 - 150m litres water saved = drinking water for >200,000 people a year

Croda opportunity: forecast Coltide Radiance™ sales



Summary: Opportunities in consumer markets



- **Sustainability is transforming consumer markets:**

- New consumers are driving industry change
- Pushing our customers well beyond targets set by regulations
- Our customers have developed ambitious programmes

- **A significant revenue opportunity for Croda:**

- Croda has a head start on competition from its sustainable history
- Leading the way in sustainable innovation, delivered from a sustainable business model

Opportunities in Life Sciences

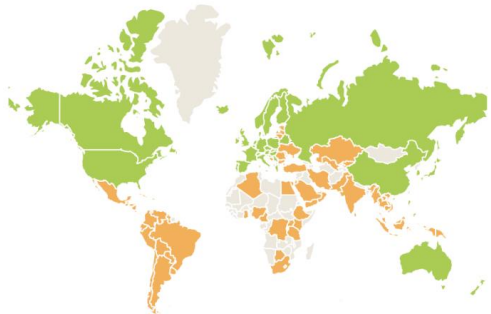


Dr Nick Challoner – Sector President

Trends are driven by regulatory change and customer need



Regulatory landscape



Customer demand



Market disruption



Key trends in Life Sciences



Growing population



Ageing population



Demand for transparency and trust



Demand for high performance, high quality alternatives

Key trends impacting Life Sciences



70% increase in food production required to feed 9bn population in 2050



Soybean

51% higher yield needed

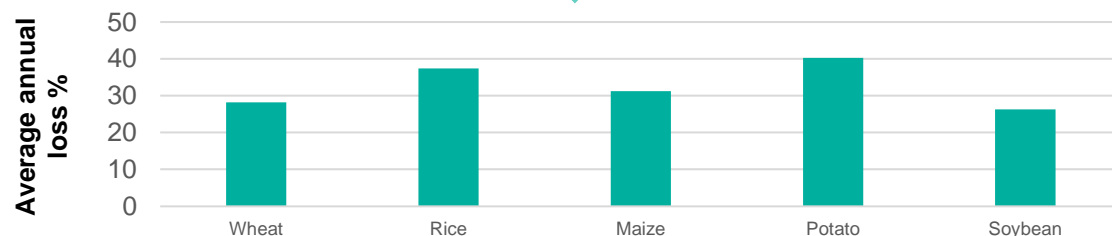


Corn

71% higher yield needed

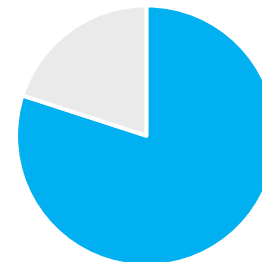
Crops need to be grown more efficiently to meet demand

Up to 40% of the world's harvest is lost to insects and diseases



Crops need targeted and sustainable disease control solutions

8 out of top 10 selling drugs are now biologics

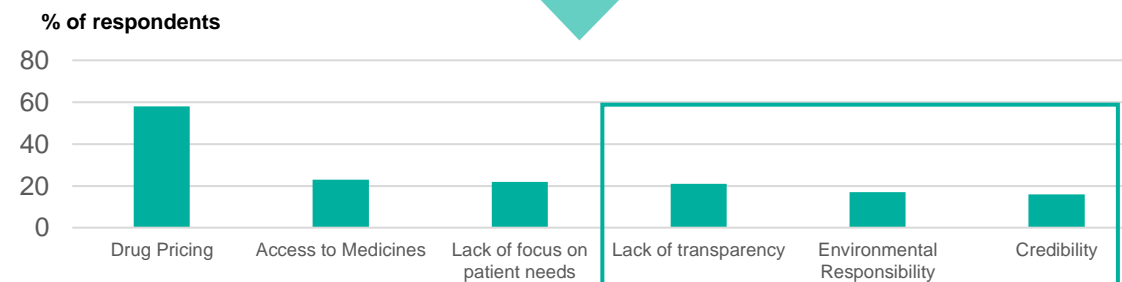


8/10 top selling drugs are biologics

Formulation challenges unmet by standard excipients

Pharma needs high performance, speciality excipients

Lack of transparency and environmental responsibility are increasing patient concerns



Pharma needs transparency to drive supply chain confidence

Sources: Food production – <https://twitter.com/Syngenta/status/486126256334069760>. Pharma concerns - <https://www.ipsos.com/ipsos-mori/en-uk/drug-pricing-controversies-are-here-stay-what-do-consumers-think>

Sustainability – a driving force in Life Sciences



Saving more land
than we use
to maximise land
productivity

Improving lives
of more people
via optimised
health solutions



Growing population



Ageing population

Improving health
and well-being by
supporting clinical
development and
treatment of
challenging
diseases

Delivering supply
chain traceability
for consumers
demanding greater
choice and control

Reinforcing quality
leadership in
pharma



**Demand for transparency
and trust**

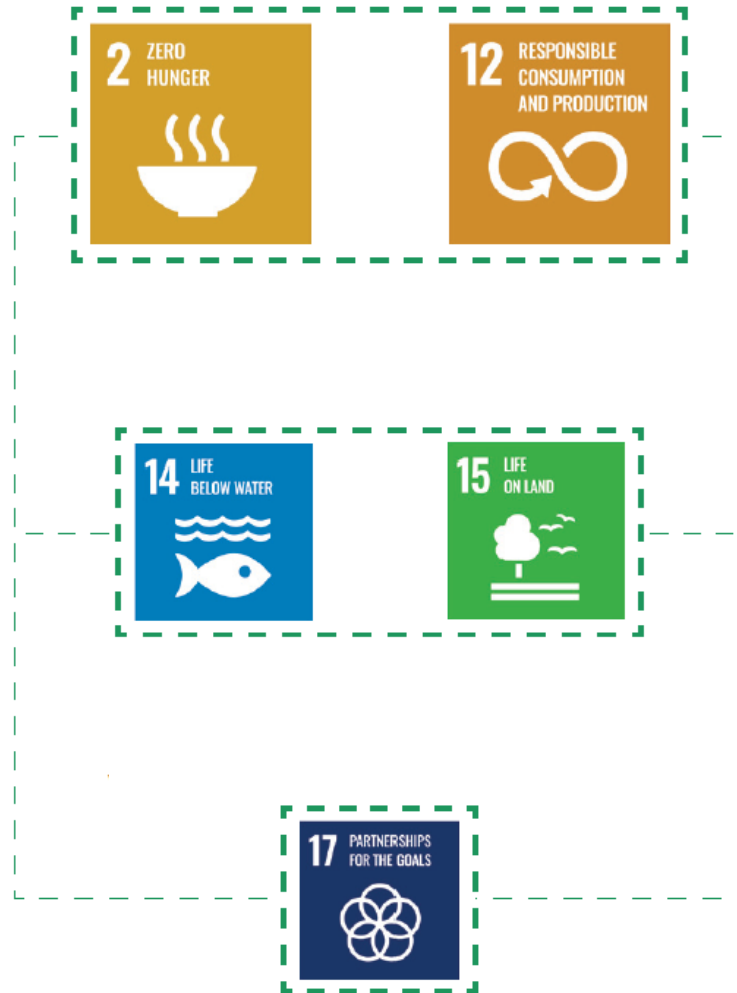


**Demand for high performance,
high quality alternatives**

Commercialising
sustainable
alternatives, while
not compromising
performance or
quality across the
supply chain

Biodegradable
solutions for Crop

Opportunities in Crop Protection and Seed Enhancement



Having a positive impact
On increased yields and efficiency

Environmental consciousness
Through minimising required resources

In close collaboration
With our customers and other partners
in the food chain

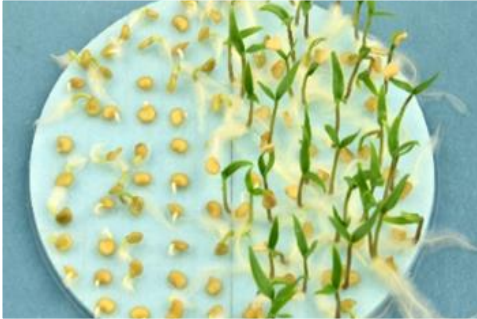


How The Good Growth Plan supports achievement of the UN SDGs
Our contribution to the 2030 Agenda



syngenta

Sustainable innovation in Crop Care



Climate
adaptation
Seed priming



On target
spraying
Drift reduction
adjuvants



Responsible
production
ECO™
range



Driving industry
change
Microplastic-
free coatings

Opportunities in Health Care



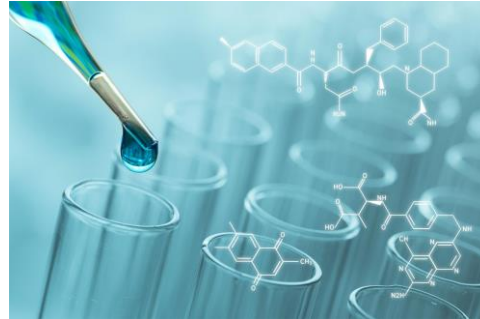
Contributing to the successful development and commercialisation of 25% of WHO-listed pipeline vaccines by 2030



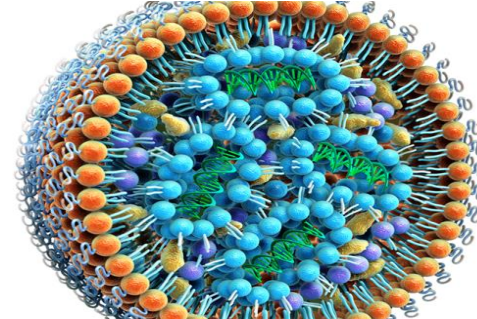
Driving sustainable innovation in Health Care



Advanced
technical
performance
Biodegradable
sugar
excipients



Extending drug
shelf life
\$2bn speciality
excipient niche



Boosting
pharmaceutical
effectiveness
Lipid
nanoparticles



Tackling
challenging
pathogens
\$0.5bn
adjuvant niche

Opportunities in Life Sciences summary

- **Sustainability is transforming consumer markets:**
 - New legislation
 - Changing customer demand
 - Market disruption
- **Driving a requirement for sustainable innovation**
- **Significant revenue opportunity**

Summary



Steve Fouts – Chief Executive Officer

Delivering customer opportunities from Sustainability

Regulatory landscape



Regulatory changes, customer demand and market disruption will drive significant opportunities to 2030 and beyond

**Ingredient
Integrity™**

Our consumer markets need innovative sustainable products from bio-based, traceable ingredients, produced with less emissions and saving consumer carbon



Our Life Sciences sector will drive improved health and well-being, while increasing crop yields and saving land

\$12tn

The UN SDGs are forecast to generate \$12 trillion in global opportunities*

*Source: United Nations Development Programme

Summary

- **Sustainability is core to:**

- Our Purpose: Smart Science to Improve Lives™
- Our Commitment: to be Climate, Land and People Positive
- Our portfolio: bringing more natural products to market

- **Strong foundations**

- Part of our heritage
- Investing in niche, growth markets
- With investment to support Croda's own Sustainability objectives

- **Strategy underpinned by:**

- UN SDGs
- Increasing regulation
- Customer and consumer trends

- **Significant revenue opportunity**

CRODA