

Croda International Plc

Q126 aide memoire – 23 March 2026

This document summarises previous communications and guidance provided by Croda International Plc and is intended to act as a reminder of previous disclosures ahead of the Group's Q1 sales update to be published on 22 April 2026. All statements in this document are based on previous disclosures, which are detailed in the 'Sources' section. All statements should be taken as at the time of original communication and they do not reflect subsequent or recent events, circumstances or development.

The following information was originally communicated with FY25 results on 24 February 2026

Guidance for 2026

- Group organic sales growth within our 3-6% range
 - Versus a strong Q125 comparator, when sales were up 9% at constant currency, we expect sales in Q126 to be similar to the prior year at constant currency
- A further increase in Group adjusted operating margin driven by improving profitability in Consumer Care and Life Sciences and the benefits of our transformation programme
- Group full year 2026 adjusted operating profit in line with current market expectations¹ at constant currency
- ¹Current market expectations based on company-compiled consensus available at [Croda website](#).

Technical foreign exchange guidance

The financial framework to 2028 and guidance for Group performance in 2026 are provided on a constant currency basis. Constant currency expectations are based on the Group's average exchange rates through 2025 which were US\$1.32 and €1.17. The US Dollar and the Euro together represent approximately 65% of the Group's currency translation exposure. We estimate that the average annual currency translation impact on adjusted operating profit is £1m per Dollar cent movement per annum and £1m per Euro cent movement per annum. The impact from movements in remaining smaller currencies is broadly aligned with the impact from movements in the US Dollar. If foreign exchange rates in the period from February 2026 to December 2026 were to reflect the same levels as January 2026 closing rates, it is anticipated that there would be a negative impact of approximately £8m on reported operating profit.

2026 technical factors guidance

- Net finance costs to be around £25m
- An effective tax rate of ~26%, dependent on the geographic mix of profits
- 2026 capital expenditure to represent ~6% of sales
- ~£10m increase in depreciation versus 2025 depreciation and amortisation charge of £101m (including lease depreciation charges)

Financial framework to full year 2028 based on current market conditions

- 3-6% organic sales growth CAGR 2026-28
- Group adjusted operating margin >20% (2025: 17.4%) for full year 2028
- Free cash flow-to-sales ratio >12% (2025: 9.5%) for full year 2028
- Return on Invested Capital (ROIC): >10% (2025: 8.2%) for full year 2028

Growth and efficiency transformation programme

Our transformation programme contributed gross benefits of £28m to operating profit in 2025 (at a cash cost of £26m taken as an exceptional item). Our target remains ~£100m of total annualised pre-tax benefits by the end of 2027 which annualises in full year 2028. Benefits delivered in 2025 comprised ~£10m from optimising supply chain (versus a total opportunity of ~£65m) and ~£15m from simplifying our organisation (total opportunity: ~£35m), leaving ~£75m gross benefits to be realised 2026-28 at an additional cash cost of ~£55m over that period. As part of transformation, we are also targeting structural improvements to reduce working capital by ~£50m for full year 2028.

Investment case

Croda investment case



¹ Financial framework for full year 2028. Organic sales growth is CAGR 2025 -28. For definitions see slide 48 in the appendix.

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Historic quarterly sales performance

Quarterly sales (reported) £m	Consumer Care	Life Sciences	Industrial Specialties	Gro
Q1 2024	236.8	121.8	49.9	408
Q2 2024	231.6	124.4	51.4	407
Q3 2024	228.1	128.8	49.7	406
Q4 2024	223.5	129.3	52.8	405
Q1 2025	255.1	134.5	52.7	442
Q2 2025	236.7	126.5	50.3	413
Q3 2025	241.6	133.8	49.3	424
Q4 2025	239.3	137.4	42.2	418

Sources:

- [FY25 results statement](#), dated 24 February 2026
- [FY25 results analyst presentation](#), dated 24 February 2026
- [FY25 results analyst presentation transcript](#), dated 24 February 2026

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