



CONTENT & CREATIVE

INSIGHT INTO IDEAS

Эффективные коммуникации — примеры из лучшей практики

Ноябрь 2019

Эффективные коммуникации

Задача годового отчета – показать перспективы и жизнеспособность компании, а также отразить, где она находится на пути своего развития и достижения стратегических целей.

Используйте возможности годового отчета укрепить репутацию компании!

Как эффективно это сделать?

- Четко сформулируйте тему и основные сообщения, которые вы хотите донести до инвесторов и других аудиторий.
- Последовательно раскройте сообщения, покажите целостную историю о компании и как она создает стоимость.
- Отсутствие темы, истории, подтверждающих сообщений, образует вакуум, который аналитики и инвесторы могут заполнять не очень позитивными выводами о компании.
- Не бойтесь раскрыть негативные данные. Объясните их причины и что делает менеджмент, СД, чтобы исправить, изменить ситуацию. Это формирует доверие к компании.
- Сделайте отчет удобным для изучения аналитиками и другими читателями, чтобы они быстро нашли информацию, которую ищут.
- Используйте каждую возможность в отчете для важных сообщений – на обложке, начальных страницах, разделительных разворотах, в начале глав.
- Разработайте тему, сообщения, историю в начале проекта, чтобы дизайн смог их донести в наиболее интересном и эффективном свете.

Эффективные коммуникации



Making a difference

Annual Report and Accounts 2018

CRODA



Making a difference to

Sustainable supply chains

Working together to address the world's needs must be done ethically and responsibly, by businesses that understand they are accountable for the impact of how they operate and what they produce.

Transparency and trust are critical in a consumer-driven world. Today's digitally empowered consumers expect more from product services than ever before, and want to see and control more visible, quicker access to information about robust sustainability.

Increasingly, these expectations are being met by businesses as well as the consumer. We must operate ethically and with social responsibility, taking greater responsibility for supply chains and the impact of our products and services. All of this must be done with an eye on improving product performance.

Our opportunities to make a difference

With our greater emphasis on sustainability, performance and value, Croda we are well positioned to continue to build on our already extensive performance substantiation capabilities to help customers make the right choices for their consumers. This goes hand-in-hand with our reputation as a supplier of high quality, high performance bio-based ingredients, aiming to exceed our customers' requirements.

to assess and improve physical supply chains, such as palm oil derivatives, giving us an opportunity to lead our industry on transparency of provenance.

Striving to be a sustainable business also means active management of the key risks that could affect the reliability of our service. This gives us an opportunity to continually raise our performance, and that of our suppliers, in the areas of ethics, human rights, process safety, product safety, quality assurance and business continuity. In parallel, we are ensuring that manufacturing sites are certified against appropriate safety, environmental and quality standards. ISO 9001, ISO 14001 and ISO 26001, as well as the Responsible Manufacturing Practice (RMP) standards, are well as meeting consumer demands for certifications such as halal and kosher.

Croda Personal Care
High performance, bio-based materials. With 81% of the materials we use today engineering from such sources, Sustainability touches every area of our business, particularly the Personal Care sector where it is central to how we design our ingredients, source our raw materials and the way we work with our customers. Increasingly, this encompasses the benefits in use of our ingredients that add value to our customers' products, targeting premium, performance-led solutions for accelerating future growth.

out extensive research and testing into consumer sun care needs in Sub-Saharan Africa in order to develop the right ingredients for the market.

Minimising negative environmental impact

IRS by Sedema is one of the leaders in the development of cosmetic actives created from plant cell cultures. This offers the industry high performance and naturally derived active ingredients that avoid the over exploitation of land and natural resources and the destruction of ecosystems. Our acquisition of 'blue biotechnology' specialists Nautilus will also allow us to explore the marine environment as a sustainable alternative to the conventional manufacturing of personal care ingredients.

In addition, our significant investment in our Atlas Point manufacturing site in North America will produce an

Sustainable sourcing and traceability

Extending our sustainability focus out to the supply chain, Crodaron is engaging in the development of 'win-win' partnerships, supporting the diversification of farming businesses that can offer additional environmental and social benefits, as well as improved product quality and purity. Additionally, for many years now we have received peer recognition for our progressive work to deliver products containing certified sustainable palm oil derivatives. We have worked closely with the Roundtable for Sustainable Palm Oil to achieve certification across our manufacturing sites to support the production of deforestation-free sustainable palm oil.



Making a difference to

The changing environment

As the debate on the cause and impact of climate change continues, what is clear is that businesses must act now to do more with fewer of the planet's precious resources, and with less negative environmental and social impact.

In a fragile world we must be part of the solution

The continuing accumulation of greenhouse gases is described as the main cause of global warming, with the predicted result that sea levels will rise at least 30cm by the end of the century along with more frequent extreme weather. Both affect food and water supply just when the growing global population needs it most, bringing increased international pressure to restrict climate change.

Our opportunities to make a difference

From our unique position focused on using bio-based raw materials, rather than petrochemical, we have a real opportunity to contribute directly to the targets supporting the United Nations Sustainable Development Goals (SDGs) as our ingredients are used in a wide variety of consumer products.

In our businesses, there are many examples of our ingredients bringing about major reductions in greenhouse gas emissions when included in customers' formulations; for example, in engine lubricants where one tonne of our Perfl[®] friction modifier saves over 1,700tCO₂e emissions. In application our Life Sciences products make a real difference to the lives of farmers in developing nations, addressing food

supply and local economic development and our drug excipients and newly acquired vaccine adjuvants business. Biocactor, also directly address the SDG for prevention of disease.

Reaching wider than our own products and operations, we are taking the opportunity to inform and shape future policy on climate change with our voice on industry committees. Being open and transparent, we also work to minimize environmental and social impact along our entire supply chains and report our performance publicly.

Croda Performance Technologies
Maximizing positive environmental impacts, but increasing the positive impacts of our customer applications.

Coupling performance advantages with increased bio-based content. Grease ingredients deliver superior sensory affects across the supply chain, from polymer film to food, at the same time reducing energy consumption in production.

For example, our Colloids™ helped the Blatnig of Germany launch their new water-based

Croda Energy Technologies led the way in lubricant fluids and in 2018 introduced the new range of Petro-Traction modifiers that enhance engine durability, fuel economy and emissions reduction. The business is also investing in phase change materials. These can be used, for instance, in temperature-controlled packaging and to store thermal energy, thereby saving energy and fuel in internal combustion engines, hybrid and electric vehicles, as well as store heat generated by day in homes and use at night.

In Smart Materials, our environmental friendly and durable Muesum® coatings solutions are VOC free, reducing our carbon footprint. We also offer air-cure solutions to reduce the repair and maintenance needs of high performance plastic components, reducing the use of scarce resources.

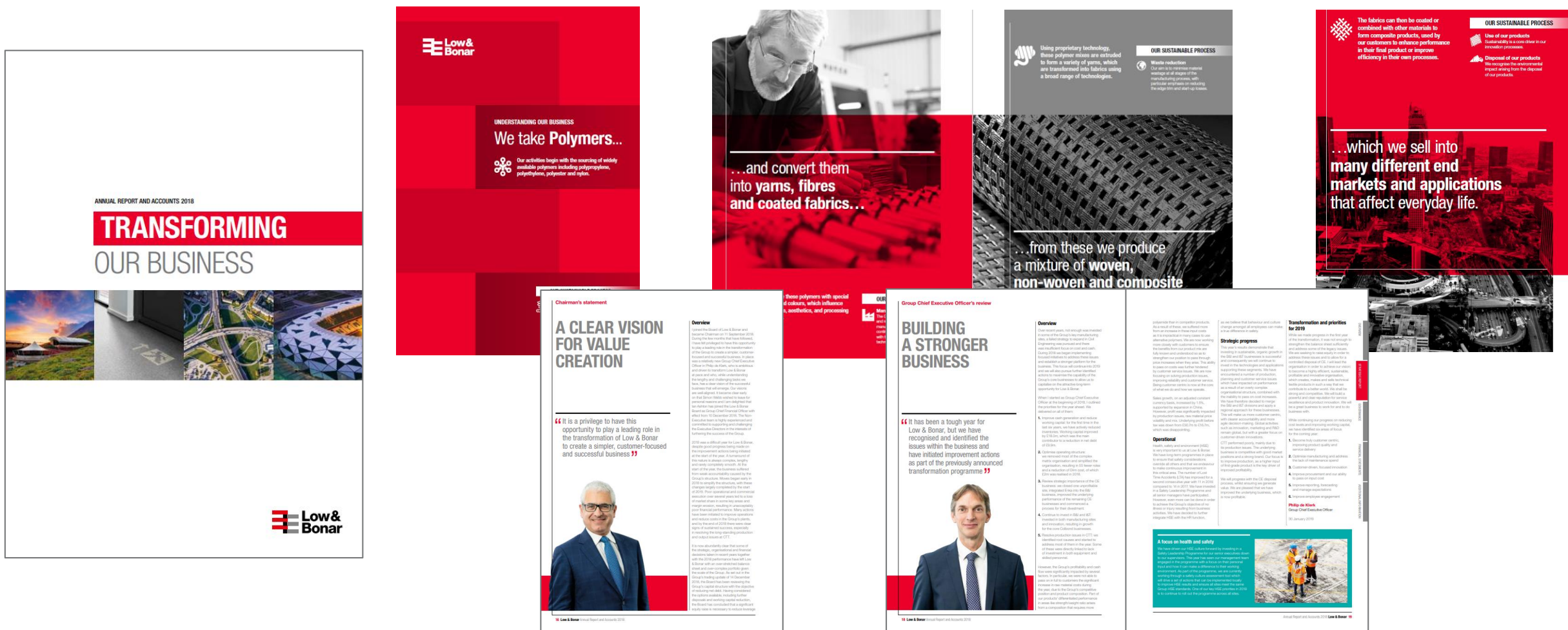
Minimising negative impact

Through a number of investments at our manufacturing sites, we have reduced our environmental footprint. For example, at our Advanced Technology Centre, we benefit from the bio-fermentation plant at our Gouda manufacturing site in the Netherlands, which has reduced its external energy dependency by 20%. In addition, our Gouda plant uses energy from the city's incinerator, and in Hull in the UK, our £22m capital expansion project is re-using 90% of building demolition materials to save energy, keep waste out of landfill and reduce greenhouse gas emissions.

In addition, we have invested in a pipeline that enables us to use landfill gas at our Alder Park manufacturing site. This site also uses solar energy, as we do at our Edison offices in North America and our Thane site in India.

Эффективные коммуникации





Эффективные коммуникации



Pioneering progress

2018 Sustainable development report

Pioneering materials for human progress

The final pillar of our sustainability strategy is to help pioneer a more sustainable future by providing the materials for human progress. The metals and minerals we produce have an essential role to play in the transition to a low-carbon economy, and we believe our portfolio is relatively well positioned for the future. While climate change presents complex challenges, we are aiming to be part of the solution.

One way we are doing this is by working to reduce the amount of energy it takes to mine and process our materials. We are committed to being open about our own challenges and activities – publishing our first TCFD report in early 2019.

Collaborating to enable long-term economic benefits

Collaborating to enable long-term economic benefits is the second pillar of our approach to sustainability. Our aim is to partner with communities and governments to nurture and grow sustainable economies.

We do this by creating jobs, both directly and indirectly, by paying taxes (see our Taxes Paid in 2018 report, published in April 2019) and royalties, and by nurturing entrepreneurship where we can. This includes sourcing from local suppliers and helping to educate and equip people in local communities for the skills of the future.

We also work to maintain and preserve cultural and community heritage. For example, through our work on safeguarding and preserving ancient rock art in the Pilbara, Western Australia.

Partnerships are key to delivering sustainable outcomes. In 2018, we began expanding our collaboration to link communities with government agencies and other businesses to help communities build local economies where we are no longer present.

We contributed \$42.8 bn directly to the global economy in 2018 (including our share of joint ventures and associates)

This includes:

- \$30.5 bn in payments to employees (wages, taxes and royalties to governments, returns on capital invested in operations, non-government payments and community contributions)
- \$12.3 bn paid to suppliers for goods and services
- Our capital investment was \$5.4 bn attributed to growth projects in Australia and Mongolia

2018 performance against targets

Targets	Outcomes
By 2020: <ul style="list-style-type: none">To show local economic benefits from employment and the development of goods and servicesTo be effectively capturing and managing community opportunities, and meeting legal and regulatory obligations each year	<ul style="list-style-type: none">38% of managed operations are on track to meet their 2020 targets50% of managed operations are actively managing and making progress towards achievement of 2020 targets. One third have indicated a rate of non-achievement are focused on identifying suitable opportunities to ensure achievement

Running a safe, responsible and profitable business

Running a safe, responsible and profitable business is the foundation of our sustainability approach. Staying safe, keeping others safe, and being responsible are core to who we are as a company. Profitability allows us to meet our commitment to our shareholders while contributing to the world around us.

Running our business in this way means not only meeting production, financial and productivity targets, but also paying close attention to safety and wellbeing, inclusion and diversity, and ethics and integrity. It means thoughtfully managing our operational environment, including resources like water and air, and the rights, traditions and heritage of the communities where we operate.

2018 financial performance

- 2018 financial performance: \$18.1bn
- 2018 operating profit: \$4.2bn
- 2018 operating margin: 23%

Contribution to UN SDGs

- 3: Good health and well-being
- 8: Decent work and economic growth
- 13: Climate action

Эффективные коммуникации

OUR STRATEGY FOR GROWTH

Focus | Scale | Accelerate

ANNUAL REPORT AND ACCOUNTS 2019

A NEW DIRECTION

This year, we launched a new strategy for PZ Cussons. This strategy provides us with a renewed clarity of purpose and a solid platform for growth. Through focusing and scaling up on selected activities that leverage what we do best, we will transform our company into a leaner, more agile business and accelerate sustainable growth.

FOCUS | SCALE | ACCELERATE

HIGHLIGHTS

KEY STRATEGIC HIGHLIGHTS

- Full review of strategy undertaken by the Board
- New growth focus defined: **Focus, Scale, Accelerate**
- Focused investment behind core Personal Care and Beauty brands in existing and selected high-growth markets
- Disposal of non-core brands
- Nigeria business and portfolio to be simplified and costs controlled; continued investment in core Personal Care brands and partnerships that have the potential for disproportionate growth as the economy recovers

FINANCIAL HIGHLIGHTS

REVENUE	ADJUSTED PROFIT BEFORE TAX
£689.4m	£69.8m
(2019: £683.0m)	(2019: £69.8m)
ADJUSTED EBITDA	ADJUSTED EBITDA AS % OF REVENUE
£37.0m	20.0%
(2019: £35.0m)	(2019: 20.0%)
NET DEBT	
(£152.2)m	
(2019: £150.0m)	
DIVIDEND PER SHARE	
8.28p	
(2019: 8.28p)	

OUR PURPOSE

Enhancing everyday life, creating moments of delight.

OUR AMBITION

To grow our business while staying true to our authentic family spirit.

Focusing on our consumers and local markets better than anyone else so we can respond quickly.

OUR PLAN

Building on our competitive advantage, we will accelerate our growth by focusing on a few key categories, brands, and geographies, further simplifying our business, and scaling the ideas with the best potential in order to accelerate our growth. Our streamlined Group will focus on Beauty and Personal Care brands in our key existing geographies and high potential new geographies where we have the strongest right to win over our competitors.

In Nigeria, we will streamline our operations, control our costs, focus on a few core brands in Personal Care and Home Care, and continue to invest in our

CHAIR'S STATEMENT

"I believe we have set solid foundations for a return to sustainable growth and long term success"

OVERVIEW

The Group's results for the year were mixed, with revenue in single figures and adjusted profit before tax in the low teens. However, the Board believes that the company is well positioned to return to sustainable growth and long term success. The Board has set a new strategic direction for the company, focusing on a few key categories, brands, and geographies, further simplifying our business, and scaling the ideas with the best potential in order to accelerate our growth. Our streamlined Group will focus on Beauty and Personal Care brands in our key existing geographies and high potential new geographies where we have the strongest right to win over our competitors.

A NEW STRATEGIC DIRECTION

During the year, the Board undertook a full review of the company's strategy and vision. The Board has set a new strategic direction for the company, focusing on a few key categories, brands, and geographies, further simplifying our business, and scaling the ideas with the best potential in order to accelerate our growth. Our streamlined Group will focus on Beauty and Personal Care brands in our key existing geographies and high potential new geographies where we have the strongest right to win over our competitors.

OUR TWO GLOBAL FUNCTIONS

GLOBAL PROCUREMENT
GLOBAL TECHNICAL

OUR THREE REGIONAL SUPPLY CHAINS

ASIA PACIFIC
AFRICA
EUROPE & THE AMERICAS

DELIVERY LOGISTICS AND PLANNING

REPORTED BY GROUP ENABLING FUNCTIONS

GETTING MORE FROM FOAM-BUST

The Board has set a new strategic direction for the company, focusing on a few key categories, brands, and geographies, further simplifying our business, and scaling the ideas with the best potential in order to accelerate our growth. Our streamlined Group will focus on Beauty and Personal Care brands in our key existing geographies and high potential new geographies where we have the strongest right to win over our competitors.

