

18 June 2025

James Cropper plc

("James Cropper", the "Company" or the "Group")

Strategy Update and Capital Markets Event

James Cropper (AIM: CRPR), the Advanced Materials and Paper & Packaging group, is today hosting a Capital Markets Event (CME) for institutional investors and analysts commencing at 2.30pm BST.

Since his appointment as Chief Executive Officer in February 2025, David Stirling has led a comprehensive review of the business, which will be presented at the CME together with the Group's revised strategy.

Leveraging the Group's fibre expertise, cross-divisional technical platforms and synergies, specialist capabilities in electrochemistry and colour, and long-standing customer relationships, the revised strategy will focus on improvement and value creation within both Advanced Materials and Paper & Packaging, underpinned by disciplined capital management:

- **Advanced Materials - focus on generating growth from proactive alignment, with both stable established and high-potential nascent markets:**
 - Focus on strengthening core customer relationships, application replication to adjacent areas, and strategic projects primarily in high-specification industrial markets.
 - Balancing established market predictability with positioning in priority markets with long-term growth opportunities.
- **Paper & Packaging - focus on delivering sustained profitability by targeting positive divisional returns, initially through operational improvement:**
 - Structured operational improvement programme to enhance asset utilisation and customer value, including a rebalancing of production between commodity, core and, over the longer-term, technical papers.
 - Renewed focus on quality, service, and cost efficiency with greater resilience through commercial and organisational realignment.
- **Disciplined capital allocation to continue to provide greater balance sheet headroom:**
 - Build on progress already made - with reduced net debt and revised repayment terms under the Company's principal banking facility - to support execution of the divisional improvement plans.
 - Capital expenditure discipline, with a focus on strategic investment in Advanced Materials.

Further details will be presented at the CME, and a recording of the presentation will be made available on the Company's website following the event.

As announced on 5 June 2025, no new information on trading will be disclosed at the CME. The Company expects to publish its audited full year results for FY25 in July 2025 at which time further guidance will be provided on current trading and the outlook for the Group.

David Stirling, Chief Executive Officer, commented:

"Since being appointed as Chief Executive Officer in February, my focus has been the development of a credible and structured plan to reset the business for long-term success. While trading in recent years has been disappointing, we now have a clear and actionable plan to improve performance, supported by disciplined capital management. Today's Capital Markets Event, and the launch of the Group's revised strategy, marks an important step towards rebuilding momentum and creating long-term value for our stakeholders."

-ENDS-

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About James Cropper plc

James Cropper plc is globally recognised for its specialist capabilities in the design and manufacture of advanced materials and paper products. Operating through two principal businesses - Advanced Materials and Paper & Packaging - and built upon 180 years of innovation, the Group serves a diverse range of customers with high-performance solutions tailored to specialised applications.

The Advanced Materials business develops cutting-edge nonwoven materials and electrochemical coatings for sectors including aerospace, clean energy, and defence. The Paper & Packaging business offers premium creative papers and bespoke moulded fibre packaging together with leading recycled-fibre capabilities and products, supporting the transition to a circular economy.

Headquartered in Burnside (UK), with additional manufacturing sites in Crewe (UK), Launceston (UK), and Schenectady (USA), James Cropper leverages deep expertise in material science and longstanding partnerships with industry-leading businesses and brands to develop bespoke solutions that meet complex technical and aesthetic specifications.

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