

An aerial photograph of a wind turbine situated in a dense, green forest. The landscape is partially obscured by thick, white mist or low clouds. In the background, several high-voltage power lines with towers stretch across the forested hills. A winding road is visible near the base of the turbine. The overall scene conveys a sense of clean, natural energy.

FOR A CLEANER,
HEALTHIER WORLD

Disclaimer

CAUTIONARY NOTE CONCERNING FORWARD-LOOKING STATEMENTS

This presentation contains statements with respect to the financial condition, results of operations and business of the Reckitt Benckiser Group plc group of companies (the "Group") and certain of the plans and objectives of the Group that are forward-looking statements. Words such as "intends", "targets", or the negative of these terms

and other similar expressions of future performance or results, and their negatives, are intended to identify such forward-looking statements. In particular, all statements that express forecasts, expectations and projections with respect to future matters, including targets for net revenue, operating margin and cost efficiency, are forward-looking statements. Such statements are not historical facts, nor are they guarantees of future performance.

By their nature, forward-looking statements involve risk and uncertainty because they relate to events and depend on circumstances that will occur in the future. There are a number of factors that could cause actual results and developments to differ materially from those expressed or implied by these forward-looking statements, including many factors outside the

Group's control. Among other risks and uncertainties, the material or principal factors which could cause actual results to differ materially are: the general economic, business, political and social conditions in the key markets in which the Group operates; the ability of the Group to manage regulatory, tax and legal matters, including changes thereto; the reliability of the Group's technological infrastructure or that of third parties on which the Group relies; interruptions in the Group's supply chain and disruptions to its production facilities; increases or volatility in the cost of raw materials and commodities; the reputation of the Group's global brands; and the recruitment and retention of key management.

These forward-looking statements speak only as of the date of this announcement. Except as required by any applicable law or regulation, the Group expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any **change in the Group's expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.**

A young boy with short dark hair, wearing a pink and blue striped t-shirt, is looking towards another child on the left. The child on the left is wearing a blue and white striped polo shirt and is partially visible. In the background, there are other children, including a girl with braids wearing a light blue denim jacket. The setting appears to be an outdoor area with wooden walls.

LAXMAN NARASIMHAN

Chief Executive Officer

Agenda

14:30 - 15:15

Our ESG ambitions

Laxman Narasimhan

Governance and accountability

Jeff Carr

Progress update

Miguel-Veiga Pestana & David Croft

15:15 - 16:00

Panel discussion / Q&A



Introduction to the panel



MIGUEL VEIGA-PESTANA

Head of Corporate Affairs
and Chief Sustainability Officer



FABRICE BEAULIEU

Global Head of Marketing



DAVID CROFT

Global Director
Sustainability, Environment
and Human Rights



SAMI NAFFAKH

Chief Supply Officer



ANGELA NAEF

Chief R&D Officer



RANJAY RADHAKRISHNAN

Chief HR Officer

Addressing four of the world's largest problems

SIGNIFICANT UNREALISED MARKET OPPORTUNITY ASSOCIATED WITH ADDRESSING THESE PROBLEMS



How can hygiene be the foundation for health?



How do we enable consumers to self-care at a time when health systems are under massive pressure?



How do we support intimate wellness and eradicate the menace of sexually transmitted diseases?



How do we provide enhanced nutrition for infants and for the increasing number of seniors in society?

CAPITALISING ON THE BROAD AND RISING IMPACT OF DIGITAL AND SUSTAINABILITY

Creating value whilst pursuing a cleaner, healthier world

OUR STRATEGIC FOCUS

Our purpose:
to protect, heal and nurture in the relentless pursuit of a cleaner, healthier world

Our fight:
to make access to the highest quality hygiene, wellness and nourishment a right, not a privilege

Our compass:
doing the right thing, always

Our DNA:
200 years of people-led, scientific innovation and social impact

UNDERPINNED BY OUR SUSTAINABILITY AMBITIONS

PURPOSE-LED BRANDS



HEALTHIER PLANET



FAIRER SOCIETY

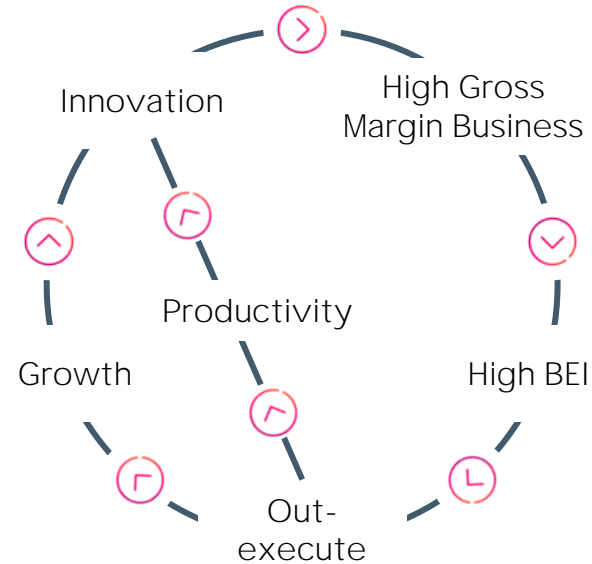


+

SOCIAL IMPACT OF BRANDS



ARE EMBEDDED THROUGHOUT OUR EARNINGS MODEL



TO DRIVE SUSTAINABLE VALUE CREATION

MID-SINGLE-DIGIT
organic revenue growth

MID-20s
adjusted operating profit margin by the mid-20s

Trusted, more sustainable brands

PURPOSE-LED BRANDS



How we will use our brands to make a difference in protecting, healing and nurturing people across the world.

How our brands are playing a part in accelerating progress to the UN Sustainable Development Goals (SDGs)

SAFER AND MORE SUSTAINABLE PRODUCTS

Focus area:

Purpose-led brands

Better ingredients using our Science Platforms

More sustainable products

Increasing transparency for consumers

ENABLING A CIRCULAR ECONOMY

Focus area:

Less plastic and packaging materials

Better materials, recyclability & recycled content

Better infrastructure & consumer behaviour

FINISH QUANTUM

Launched in 2022



✓ Deep clean and sparkling shine without the need for pre-rinse

✓ Packaged in recyclable materials

Healthier planet

HEALTHIER PLANET



How we minimize our emissions, water use and waste, while ensuring we source responsibly and innovate to produce more sustainable products.

COMBATTING CLIMATE CHANGE

Focus area:

Carbon neutral across our value chain

Carbon reduction in operations and products aligned with science-based targets

Reducing carbon in our value chain, with suppliers and consumers

WATER POSITIVE

Focus area:

Water positive in water stressed areas through a catchment-based approach

Water efficiency in operations

Water savings across the value chain

REGENERATING NATURE

Focus area:

Protect and regenerate the ecosystems we rely on and the communities within them

Engage employees, consumers and stakeholders to support and protect ecosystems

66%



Absolute carbon reduction from operations since 2015



Meeting our 2030 science-based target ahead of schedule

Fairer society

FAIRER SOCIETY



How we meet our responsibilities to our communities and our employees

We are known for outperforming in business, and we also aim to outperform expectations in social impact.

CREATING FREEDOM TO SUCCEED

Focus area:
Enable a fairer society, as an employer and throughout our value chain



POSITIVE, LASTING IMPACT

Focus area:
Providing adequate access to water, hygiene and sanitation, for safety and freedom from disease

Supporting mothers and infants so that they get the best start in life

Empowering young women to take control of their bodies, their health and their lives

FAIRNESS ACROSS OUR VALUE CHAIN

Focus area:
Sustainable livelihoods and working conditions

Strengthen Human Rights throughout our value chain

c. 30,000

colleagues actively engaged in inclusion activities



+75%

feeling positive impact of Leadership behaviours launched in 2021

Social impact



Providing access to adequate sanitation and proper hygiene, helping communities stay safe and free from disease.



£21m

Investment across all initiatives

22m

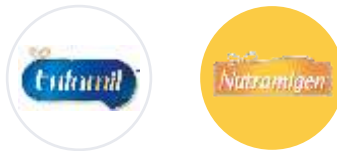
People with better access to water and sanitation

663k

Schools providing hygiene education to children



By improving access to care and support before, during and after pregnancy, we can help give the next generation the best possible start in life.



£4.1m

Invested across all initiatives

1.1m

New mothers with better access to care

26%

Increase in women choosing facility based deliveries



Supporting programmes that improve access to sexual education and services – empowering women to take control of their bodies, their health and their lives.



£2.2m

Invested across all initiatives

302k

People with improved quality of life

1.7m

Youths with improved access to knowledge on sexual rights

We are making strong progress on ESG

Our commitment to put 1% of adjusted profit into social impact

£38M in 2021 £90M over the last 2 years



AA (upgraded in April 2021)



22.9 (as of January 2022)


Member of Dow Jones Sustainability Indices
Powered by the S&P Global CSA

Sustainability Award Gold Class 2022
S&P Global



50 countries we invest in

12 globally strategic partners

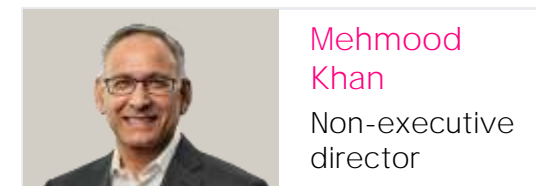
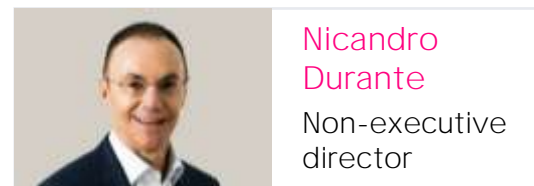
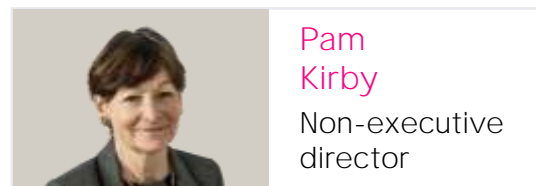
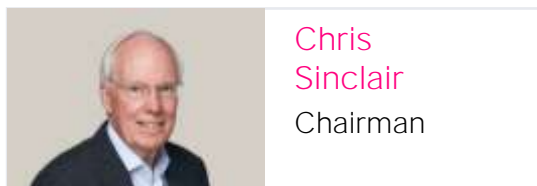


JEFF CARR

Chief Financial Officer

Our Governance Structure – strong Board and Management oversight

BOARD – CORPORATE RESPONSIBILITY, SUSTAINABILITY, ETHICS AND COMPLIANCE COMMITTEE



GLOBAL EXECUTIVE – RISK, SUSTAINABILITY AND COMPLIANCE COMMITTEE

Reckitt Global Executive

Nutrition GBU

Health GBU

Hygiene GBU

Risk & Compliance review
Reckitt Manon Board meeting

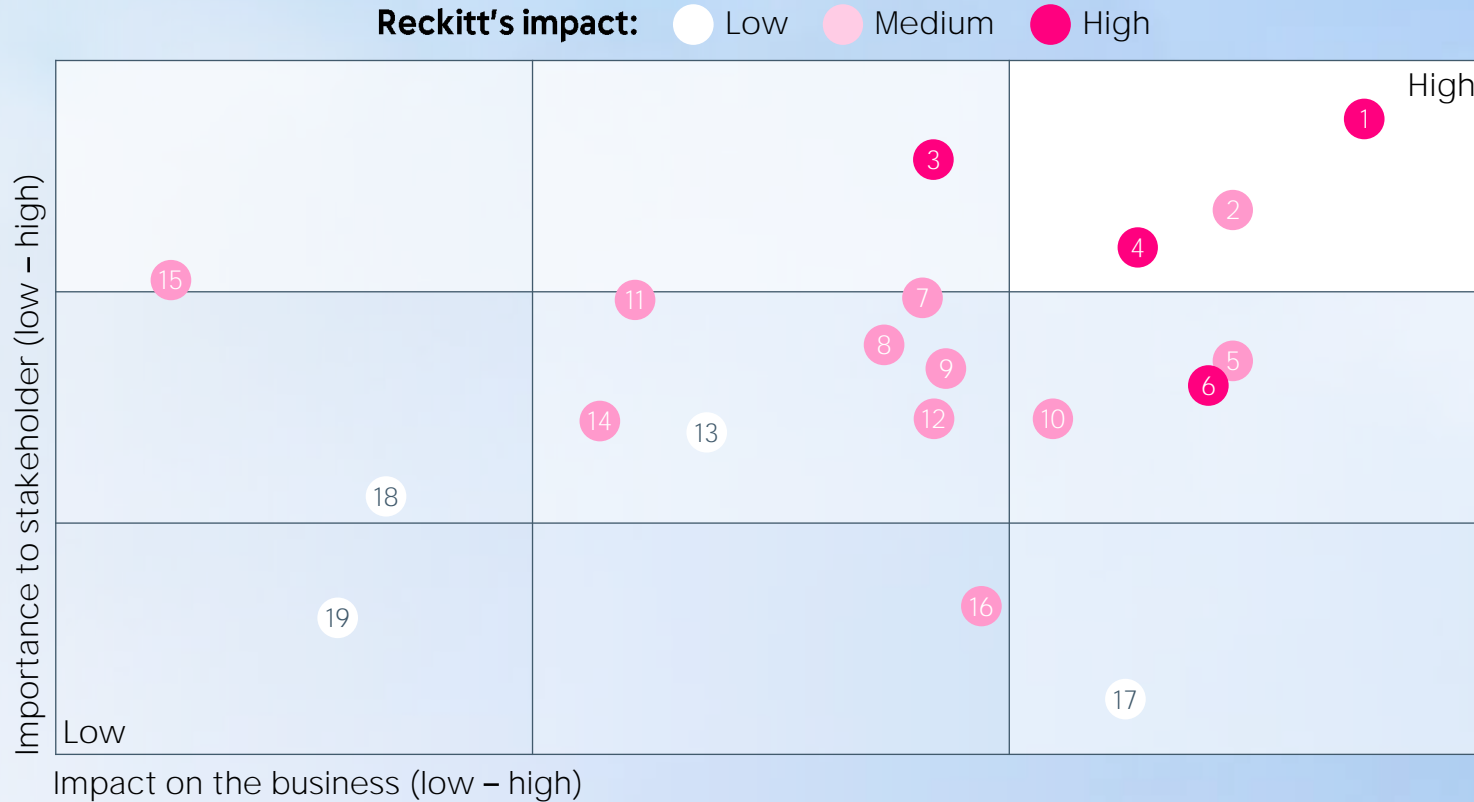
Nutrition Risk & Compliance review meeting

Health Risk & Compliance review meeting

Hygiene Risk & Compliance review meeting

Risk & Compliance review
eCommerce LT

Focusing on what matters most



- 1. Climate change
- 2. Product quality & safety
- 3. Packaging & waste
- 4. Advancing global health & hygiene
- 5. Ethical business conduct

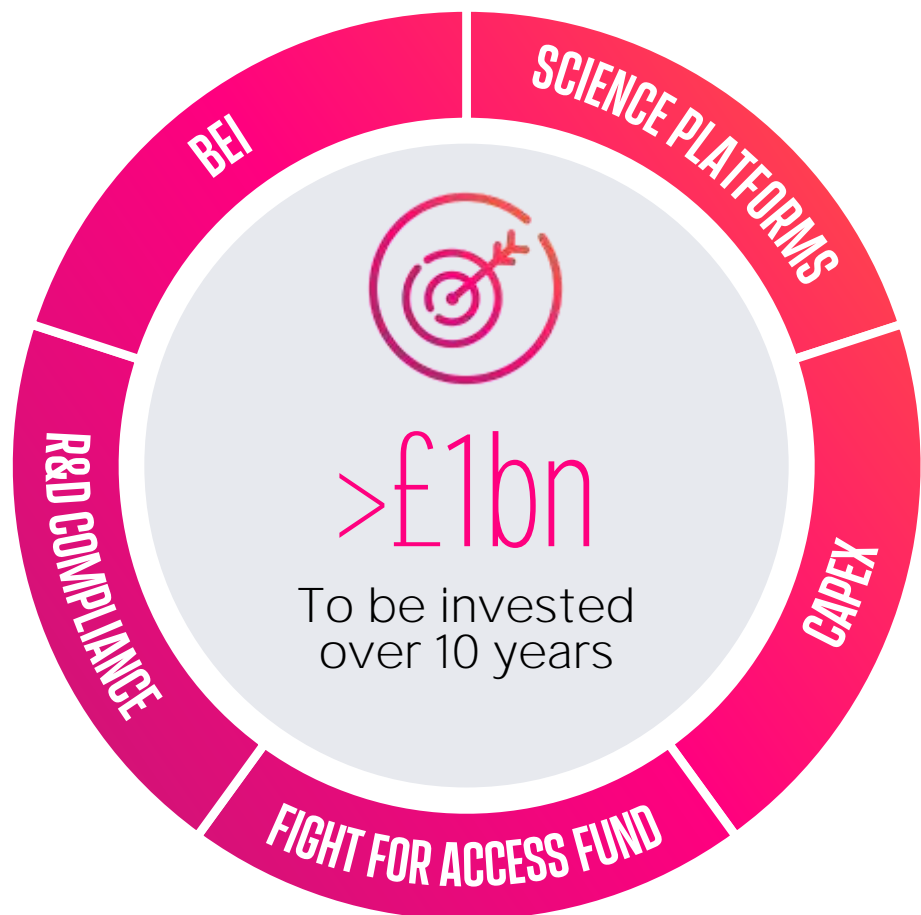
- 6. Sustainable product innovation
- 7. Public health challenges
- 8. Labour & human rights
- 9. Supply chain management
- 10. Employee health, safety & wellbeing

- 11. Water
- 12. Diversity, equality & inclusion
- 13. Responsible governance
- 14. Ingredients
- 15. Bio diversity & ecosystems impacts

- 16. Talent management & employee development
- 17. Data privacy & cybersecurity
- 18. Contributing to local communities
- 19. Sales & marketing practices



Investing in resilience & sustainable value creation



- ✓ Investing in climate resilience
 - 100% renewable electricity
 - Installing renewable solar on-site generation
 - Optimising high energy processes in manufacturing
 - ...to **deliver** 66% carbon reduction
- ✓ Investing in sustainable materials
 - New polymers to make packaging more recyclable and sustainable
 - Designing new packaging
 - ...with 70% packaging recyclable¹
- ✓ Investing to engage our stakeholders
 - Engaging **consumers with brands' purpose**
 - Partnering with customers for impact
 - COP26
 - ...to **leverage our brands' purpose** for growth



1 - Ellen McCarthur Foundation (EMF) definition

Sustainability is embedded end-to-end in our innovation process



REFORMULATION



PACKAGING



BETTER INGREDIENTS
AND CERTIFICATIONS

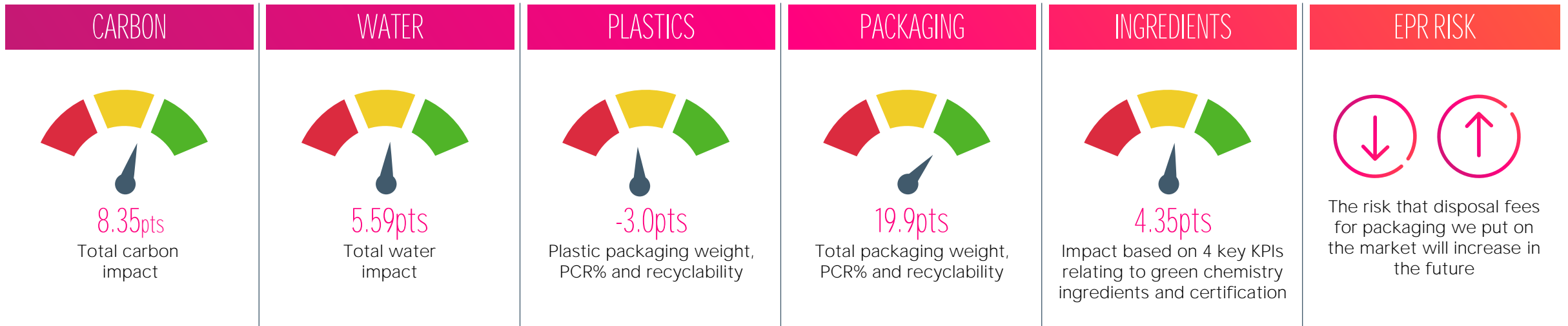


DEVICE
OPTIMISATION



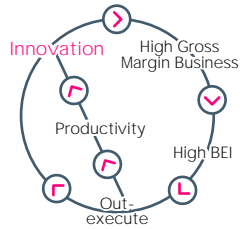
CONSUMER USE
MODIFICATION

ILLUSTRATION OF HOW WE ASSESS SUSTAINABILITY AT THE PROJECT LEVEL: OUR SUSTAINABLE INNOVATION CALCULATOR



ALL ASSESSMENTS ARE COMPARED VS A BENCHMARK

Some examples from our calculator

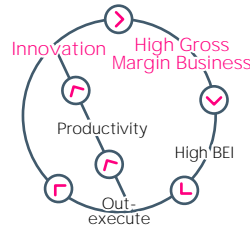


VEJA POWER NATURE

New All-Purpose Cleaner with ingredients from renewable sources, biodegradable formula and dermatologically tested. The packaging is made up of recycled PET and recyclable. This refill / reuse solution reduces plastic consumption by 85%



MORE SUSTAINABLE



GAVINATURA

Heartburn and indigestion relief from 100% natural ingredients with glass packaging for recyclability and reducing plastic packaging



MORE SUSTAINABLE



AIRWICK ESSENTIAL MIST

A 24% lighter weight device, with 26% less plastic in the starter kit, and using more PCR in the packaging



MORE SUSTAINABLE



We will be transparent and accountable for delivery of our targets



FINANCIAL KPIs

Progress and delivery of in-year and medium-term targets

BEI investment

Innovation KPIs



SUSTAINABILITY KPIs

Purpose-led brands

Healthier Planet

Fairer Society



MANAGEMENT COMPENSATION

An ESG component to be included in management incentive programmes from 2022 onwards:

Revenue from more sustainable products

Greenhouse gas emissions

MIGUEL VEIGA-PESTANA

SVP Corporate Affairs and Chief Sustainability Officer



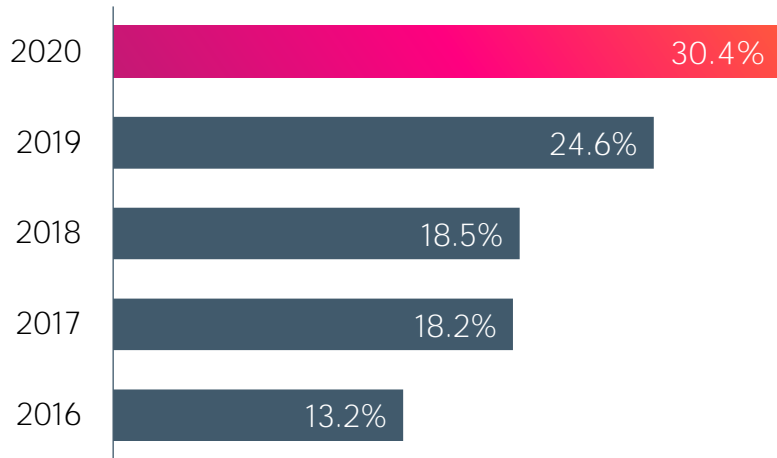
2012 foundations and progress until 2020

PURPOSE-LED BRANDS



30.4%

of 2020 net revenue from more sustainable products



HEALTHIER PLANET



53%

less carbon per unit of production

100%

renewable electricity in US, Europe, Indian manufacturing achieved in 2020

38%

less water per unit of production

FAIRER SOCIETY



£52m

Fight for Access Fund in 2020

RECKITT GLOBAL HYGIENE INSTITUTE

US\$25m committed in 2020 to promote science-based evidence to improve hygiene behaviours globally

Our sustainability ambitions

PURPOSE-LED BRANDS



50% of net revenue made from more Sustainable Products by 2030

50% reduction in our product carbon footprint by 2030 and water footprint by 2040

65% reduction in chemical footprint by 2030

50% reduction of virgin plastic in packaging by 2030

HEALTHIER PLANET



CARBON NEUTRAL
by 2040

WATER POSITIVE
in water stressed sites by 2030

65% reduction in GHG emissions in operations by 2030

100% renewable electricity by 2030

30% water reduction in operations by 2025

25% energy reduction in operations by 2025

25% Less waste in manufacturing & Zero Waste to Landfill

FAIRER SOCIETY



AN INCLUSIVE CULTURE
where everybody is treated fairly and equally

Our teams represent the **DIVERSE PLACES WHERE WE WORK** and the people we serve

50/50 gender balanced management at all levels by 2030

SOCIAL IMPACT OF BRANDS



REACH HALF THE WORLD WITH PURPOSE-LED BRANDS TO HELP PEOPLE LEAD CLEANER, HEALTHIER LIVES

ENGAGE 2BN PEOPLE



Finish connecting to consumers and creating impact

SAVES:

✔ 10x water than washing by hand

✔ 50 litres by skipping the rinse



Joining forces to win bigger



WITH OUR CONSUMERS

| | | |
|---|---|-------------------------|
| <p>Compact by Design packaging for:</p> | <p>Durex with Fair Rubber certification</p> | <p>Air Wick and WWF</p> |
|---|---|-------------------------|



WITH OUR CUSTOMERS

| | | |
|--|--|--|
| <p>Walmart</p> <p>Finish's Joy of Water activation 50.9k screentime hours in 3908 stores</p> | <p>METRO</p> <p>Partnership with Plastic Bank to recover 100 tonnes of plastic</p> | <p>TESCO</p> <p>Terracycle Loop refills in 10 stores</p> |
|--|--|--|



WITH GOVERNMENTS

| | | |
|--|---|---|
| <p>UN CLIMATE CHANGE CONFERENCE UK 2020</p> <p>Principal and Hygiene Partner</p> | <p>SUSTAINABLE DEVELOPMENT GOALS</p> <p>Delivering SDGs with governments and NGOs</p> | <p>Net zero for Hull, launched 2022</p> |
|--|---|---|



WITH OUR INVESTORS

| | |
|---|---|
| <p>MSCI rating</p> <p>✓ 22.9</p> <p>Implied Temperature Rise 1.39 degrees</p> | <p>Sustainalytics</p> <p>✓ AA</p> <p>Sustainability Award Gold Class 2022</p> <p>S&P Global</p> |
|---|---|



WITH OUR TEAMS

| | |
|--|--|
| <p>Living Wage</p> <p>Global livelihoods programme</p> | <p>WWF</p> <p>Engagement, volunteering and personal commitment</p> |
|--|--|



WITH OUR SUPPLIERS

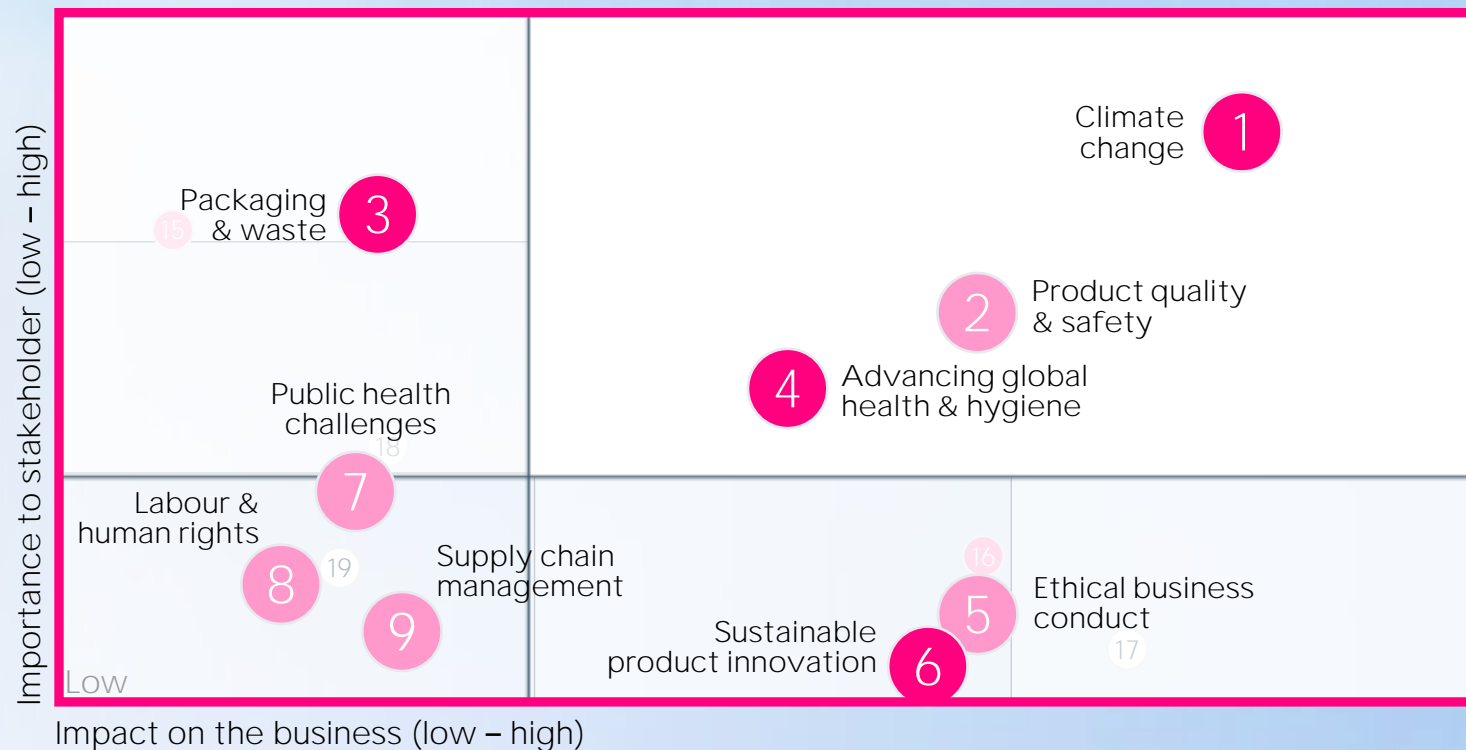
| | |
|---|---|
| <p>finish</p> <p>RECYCLABLE FLEXIBLE PACKAGING</p> <p>Recyclable flexible packaging</p> | <p>FAIR RUBBER</p> <p>CERTIFIED SUSTAINABLE PALM OIL</p> <p>RSPO</p> <p>Certified material supply</p> |
|---|---|

DAVID CROFT

Global Sustainability Director



Focusing on what matters most



Purpose-led brands performance

PURPOSE-LED BRANDS



24.9%

29.3% LfL¹

Target 50% net revenue from more sustainable products by 2030



2bn litres of targeted water savings in the UK with Finish



"Free from" propellant, dyes and parabens, and WWF partnership to protect and restore biodiversity

SUSTAINABLE PACKAGING



70%

3.5%

of packaging recyclable² (2020) target 100% by 2025

average PCR % (2020) Target 25% by 2025



400 tons of virgin plastic saved in scented oils packaging



32 tonnes Of virgin plastic saved with fully recyclable bottles made from 100% recycled content (PCR)

CHEMICAL FOOTPRINT



>80%

Frontrunner scoring



#1 New eco product in the UK - Dettol TruClean



100% naturally sourced in GaviNatura strengthening the stomach's natural defences to protect from acid damage

1 - Net revenue (excluding Nutrition) | 2 - Ellen McArthur Foundation (EMF) definition

Healthier planet performance

CARBON

-66%

Operational carbon reduction since 2015
Target 65% by 2030

+22.6%

Total carbon footprint increase since 2015
Target carbon neutral by 2040

50% product carbon footprint reduction
by 2030

ENERGY

-6%

Energy reduction since 2015
Target 25% by 2025

100% RE

Purchased in manufacturing, 94% overall
Target 100% by 2030

Actions underway in each area of our carbon footprint



29%

Raw materials



19%

Packaging



<3%

Manufacturing



37%

Logistics & Retail



7%

Consumer use
(direct only)



4%

End of life



On-site solar generation
Taicang, China

Towards net zero

2020

ACCELERATING ACTION

We aren't at the start of our journey. Since 2012 we have been reducing greenhouse gas emissions: first in our operations and then in products. However, we know more is needed in our value chain, across our products and through the ways in which people use our products. That is why in 2020 we set out new ambitions to help us tackle our impact on the climate.

We have two Science-Based Targets to enable us to achieve our ambition of reaching net zero emissions by 2040:

1. Reduce absolute scope 1 and 2 GHG emissions 65% by 2030 from a 2015 base year
2. Reduce absolute scope 3 GHG emissions 50% by 2030 from a 2015 base year

Our net zero ambition is underpinned by actions across our operations, product and supply chains.

We're evaluating, developing and, where viable, progressively implementing various measures in minimising climate change to create a cleaner, healthier world. Implementation timelines here are indicative only, as technologies develop.

More information is available at www.reckitt.com



In Operations

- 25% energy efficiency (by '25)
- 100% renewable electricity (by '30)
- On site energy generation
- Evaluate renewable thermal energy
- Green logistics - Company vehicle fleet development
- Carbon pricing development
- Water efficiency



In Products

- Increase circularity of packaging
- Reduction plans for high carbon raw materials and plastics
- Green chemistry innovation
- Innovation for lower carbon inc. consumer use
- Product water footprint reduction



In Supply Chains

- Measure and reduce carbon in key **suppliers' operations**
- Supplier water efficiency development
- Carbon capture ingredients evaluation
- Ecosystem and biodiversity metrics development, Ecosystem protection in landscape programmes and with suppliers
- Regenerative agriculture programme development

SCALING UP



- Prioritising high energy processes
- RE for non-manufacturing
- Extend on site generation and storage
- CHP replacement, Biomass/biogas, More electrification
- Scale up on alternative fuels/EVs; Business travel offsetting
- Carbon pricing investment prioritisation; Carbon evaluation in M&A
- Water catchment area management



- 100% recyclable packaging, 25% PCR minimum, Virgin plastic reduction, Concentrates and refills; Consumer recycling initiatives
- Decarbonise raw material production
- Green chemistry scale-up, Transition from fossil-feedstocks
- Low-carbon composition, use and end-of-life
- In-use water reduction



- Supplier operations carbon reduction scale up; Prioritise low-carbon raw materials
- Supplier water management programmes
- Carbon capture ingredients development
- Nature-based insetting development in key value chains
- Regenerative agriculture development in key value chains (dairy, latex, fragrance); Brand ecosystem activity development



- Ongoing energy efficiency
- H2 cell generation
- CHP replacement, Biomass/biogas, H2 for thermal energy
- Developing market green logistics trials
- Positive water catchment where water stressed



- 50% virgin plastic, Plastic replacement; Concentrates to reduce packaging & logistics
- Scale up raw material decarbonisation with suppliers
- Renewable feedstocks at scale
- Low-carbon product scale up



- Low-carbon supplier prioritisation; Prioritise net-zero raw materials
- Supplier catchment management development
- Carbon capture ingredients scale up

NET ZERO BY 2040

DELIVERING NET ZERO



- Natural gas replacement
- Developing market green logistics scale up



- Net-zero carbon supplier prioritisation
- Nature-based insetting scale up



- Offsetting beyond abatement



- 50% less water footprint



In Operations



In Product



In Supply Chains

Healthier planet performance

WATER



-3%

less water since 2015

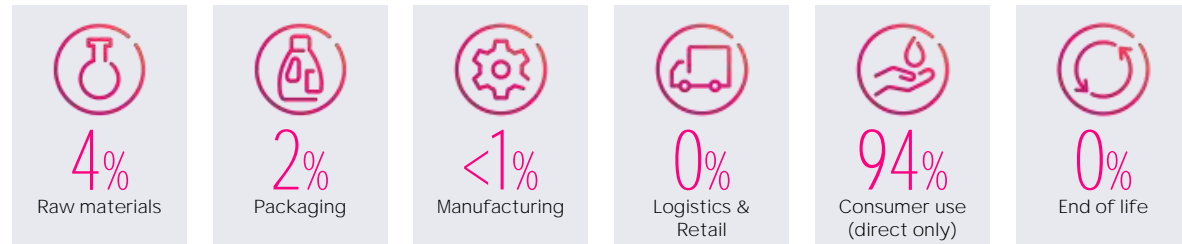


Water catchment
Hosur, India

1ST OF 19

first water neutral site,
Hosur, India

Our water footprint



BIODIVERSITY



TNFD programme
development
Measurable impact on
biodiversity



Rubber plantation
Malaysia

100%

certified ingredients
by 2023¹
For surfactants by 2026



1 – Certified ingredients for fat blends and soap

Fairer society performance

INCLUSION

49%

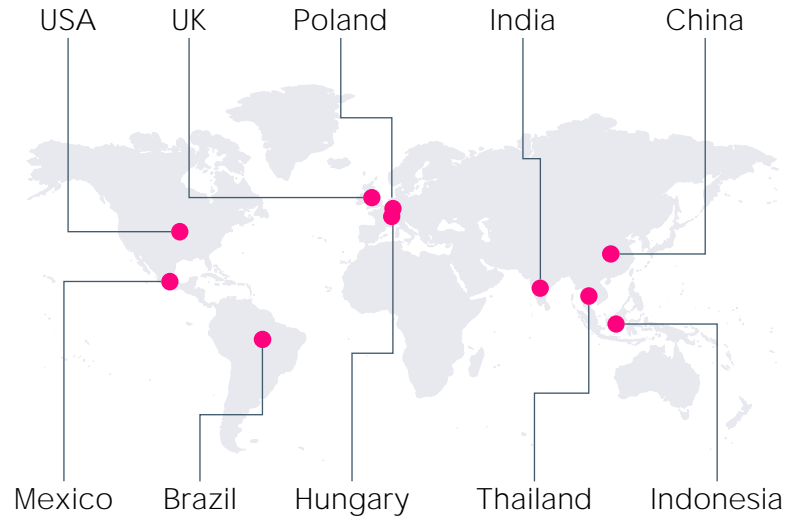
gender balanced management
at all levels 29% SMT

120

Nationalities - 51 within SMT



SUSTAINABLE LIVELIHOODS



SOCIAL IMPACT

£38m

Fight for Access support, 2021

>400m

people reached with health literacy

£130m

Durex impact¹, Thailand public health

1 - Total economic contribution

[RECKITT.COM/SUSTAINABILITY](https://www.reckitt.com/sustainability)

