

## FINANCIAL HIGHLIGHTS

Strong financial performance building on growth from 2020, with 17.4% two-year stacked like-for-like<sup>1</sup> (LFL) revenue growth.

# 3.5%

LFL net revenue growth<sup>1</sup>

# 22.9%

adjusted operating margin  
excl. IFCN China<sup>1</sup>  
2020: 24.5%

# 288.5p

adjusted total EPS  
(diluted)<sup>1</sup>  
2020: 327.0p

# 174.6p

full-year dividend  
2020: 174.6p

# -5.4%

IFRS net revenue growth  
2021: £13,234m (2020: £13,993m)

# -6.1%

IFRS operating margin  
2020: 15.4%

# -4.5p

IFRS total EPS  
(diluted)  
2020: 166.3p

## STRATEGIC HIGHLIGHTS

Continued strategic progress throughout 2021, with investment in strategic imperatives, leading to improved performance.

# 62%

Category Market Units (CMUs)  
holding or gaining market share<sup>1</sup>

# c.50%

Increase in innovation  
pipeline value<sup>2</sup>

# 20ppts

2021 improvement in % of markets where  
Reckitt is rated top-tier by retailers<sup>3</sup>

## SUSTAINABILITY HIGHLIGHTS

Good progress against our sustainability ambitions, which were launched in March 2021.

# 29.3%

revenue from more sustainable  
products excluding IFCN<sup>1,4</sup>

# 24.9%

revenue from more  
sustainable products<sup>1,4</sup>

# 66%

absolute reduction in carbon  
emissions from operations  
since 2015

# £38.2m

invested in Fight for Access Fund  
in 2021

- Adjusted and other non-GAAP measures, definitions and terms are defined on page 81
- Pipeline value represents the increased revenue opportunity in 2022 compared to 2021

- Based on Advantage Group 2021 survey of retailers. 20ppts increase in markets rated top-tier, from 26% in 2020 to 46% in 2021
- Calculated for 12 months ending 30 September 2021