



FULL YEAR 2020 RESULTS

Strong performance
underpins progress towards
sustainable growth

Net Revenue

+11.8% LFL **£14bn**

eCommerce Net Revenue

+56%
12% of group revenue

Adjusted diluted EPS

327.0p
in line with consensus

Adjusted operating margin

23.6%

Free cash flow

£3.1bn

Definitions (including LFL): see pages 18-19 of the 2020 Results Statement

2020 NET REVENUE GROWTH

Hygiene

+19.5% LFL

Health

+12.1% LFL

Nutrition

UNCHANGED LFL

REJUVENATING SUSTAINABLE GROWTH



2021 outlook

We are on track to rejuvenate
sustainable growth and
achieve our medium-term
growth targets.

0-2%

2021 LFL revenue
growth guidance

INVESTING IN OUR CULTURE

Transformation underway

Employee satisfaction beating international benchmarks

86%

Pride in working for RB**

**June 2020 Glint score versus benchmark of 75%

81%

Recommend as a place to work***

***June 2020 Glint score versus benchmark of 74%

FOUR DRIVERS OF GROWTH

Penetration

01



100m
households in India



300m
households globally

New places

03



70
new markets*

*By end of 2021

Market share

02



+>300bps
UK



+>70bps
US

New spaces

04



**GLOBAL BUSINESS
SOLUTIONS**
new partnerships

RECORD P&L INVESTMENT

£745m

Supply chain

+>900%

Lysol: Wipe capacity



Productivity programme

£1.6bn

Increased target by £300m



Innovation

+35%

2021 R&D investment +35% versus 2019



DELIVERING ON OUR CLIMATE PLEDGE

100%

Renewable electricity
in USA, Europe and Indian
manufacturing achieved
in 2020.

53%

Reduced GHG per
product since 2012

THE Paris...
CLIMATE 10 years
PLEDGE Early