



**Laxman Narasimhan**  
Chief Executive Officer

**In 2020, we all had to adapt to new realities. At Reckitt, we stepped up to play our part in combatting the spread of the virus and we've also been hard at work to progress our business transformation plan. I wanted to take stock with the leadership team at the end of an eventful year.**



**Kris Licht** | President Health & Chief Customer Officer

I've been so impressed by the resilience and perseverance of our Health team in a time of great need. We had to rethink and reprioritise – we dramatically increased our supply capacity for disinfectants – 37 new manufacturing locations in one year! And even though we had to work virtually, we've strengthened retailer partnerships. Given everything, it's amazing to me that we executed so well in year one of our transformation.



**Volker Kuhn** | Chief Transformation Officer

2020 brought the best out of our people and teams. I have deep respect for their tremendous achievements and how they dealt with unprecedented challenges. Importantly, we've made a strong start to our ambitious transformation journey. Our organisation has proved extremely agile. We overdelivered on business performance and productivity gains, and I am particularly proud of the speed and agility we demonstrated in successfully launching Global Business Solutions. In short, our people didn't leave any stone unturned to satisfy the unprecedented demand of the pandemic, while strengthening the foundation of the business for the future.



**Rupert Bondy** | General Counsel & Company Secretary

I agree with that. In 2020, going through a leadership, strategy and culture change while responding to COVID-19 was definitely challenging, but it was also energising. It seemed to bring out the best in our people.



**Miguel Veiga-Pestana** | Head of Corporate Affairs & Chief Sustainability Officer

I'm proud of how we've collectively responded and all that we've achieved in these extraordinary times. I'm a particularly passionate advocate of our purpose, fight and compass. It's inspirational and it motivates me to get up in the morning. We are a purpose-led, purposeful company with some truly amazing iconic brands that make a difference to people's everyday lives. It was also great to see us step up in 2020 with our Climate Change commitment to be 'net zero' by 2040.

**Q**

**Laxman Narasimhan: What are your thoughts on our performance in 2020?**



**Harold van den Broek** | President Hygiene

This was an incredible year for hygiene – I couldn't be more proud of our people. The teams understood the importance of good hygiene as the foundation of good health. I saw focus, speed, sense of ownership, ramping up production, asking suppliers to help with materials and knowledge, many working 24/7 to make it all happen. We didn't fulfil all the demand all the time, but it wasn't for lack of trying.



**Aditya Sehgal** | President Nutrition, eRB & Greater China

It has really demonstrated the importance of living our purpose. The strength of our brands and culture shone through. We displayed strong agility and we outperformed. The new focus on nutrition is already making a difference. And eRB's performance was just outstanding. Digital sales were up by more than 50%. This was really the year that e-commerce came to the fore as a key engine of growth.

**Q & A**

**Q Laxman Narasimhan: For more recent joiners, what attracted you to Reckitt and now you're here what's your take on its culture?**



**Angela Naef** | Chief R&D Officer

The big transformation that was underway was the real pull for me. I wanted the chance to bring science and technology to bear on real-world problems. What's struck me most about Reckitt people? Their sense of purpose. I'm working with a highly motivated and committed global team focusing on things that really matter.



**Ranjay Radhakrishnan** | Chief Human Resources Officer

Before joining in March, I'd admired the Reckitt powerhouse from the outside. Now I get to see the engine. I love the pragmatic, entrepreneurial and action-oriented spirit here.



**Sami Naffakh** | Chief Supply Officer

I'm a bit of a special case. I arrived in July but I also used to work for Reckitt more than a decade ago. It's a very different animal now, a much more mature organisation. But it's also managed to keep its amazing entrepreneurial, can-do spirit. I especially relate to our purpose, fight and compass, and our clear commitment to social responsibility – sustainability, diversity – without any concession to financial performance.



**Jeff Carr** | Chief Financial Officer

Our culture is very unique and our people are fantastic, during these challenging times I'm very proud how our teams have reacted with speed and agility to deliver such a strong performance in 2020.



**Harold van den Broek** | President Hygiene

I think Reckitt's culture has evolved significantly just in the last year. We're become much more open, diverse and inclusive, and there's a learning culture here, which will liberate more energy and ideas.



**Q Laxman Narasimhan: What are your main challenges and opportunities?**



**Aditya Sehgal** | President Nutrition, eRB & Greater China

My focus in Nutrition is on strengthening the core and creating new engines of growth. Our digital business is already doing really well. I want us to keep on overdelivering in e-commerce. And we can deepen and broaden our business in China.



**Kris Licht** | President Health & Chief Customer Officer

For me, it's about strengthening the Health business, I also think there are a lot of opportunities available to us if we put more time and resource into customer partnerships.



**Volker Kuhn** | Chief Transformation Officer

My priorities are to continue to shape the growth in new places and spaces, deliver on our stepped up productivity ambitions as well as our commitments to building stronger capabilities, which are foundational for sustained outperformance.



**Angela Naef** | Chief R&D Officer

My focus is on building the capabilities that will further our delivery in science, technology and innovation to create superior solutions that help to address global issues and opportunities that are safe, efficacious and impactful.



**Jeff Carr** | Chief Financial Officer

Our transformation journey has started so well, the opportunity is now to build on our strong start and deliver our goal of long-term sustainable growth.



**Sami Naffakh** | Chief Supply Officer

I want to develop an adaptive supply network for Reckitt that leverages the macro changes we're now seeing in the world. There's still a lot to do, but in time I do expect our supply chain to become much more customer and consumer-centric, agile, lean, resilient, sustainable and responsible.



**Miguel Veiga-Pestana** | Head of Corporate Affairs & Chief Sustainability Officer

I couldn't agree more. This is a critical year in so many ways. Time is running out to address the challenges facing the world today and we have to play our part. I'm excited that we've recently set out our ten year sustainability ambitions as an integral part of our strategy – working with our partners to build a cleaner, healthier world.



**Ranjay Radhakrishnan** | Chief Human Resources Officer

The Reckitt culture is so important in all this. I confess I'm itching to connect with people face-to-face. I do hope that in 2021 I will be able to meet more colleagues, visit factories, markets so I can see, live and breathe a bit more of our frontline operations.



**Laxman Narasimhan** | Chief Executive Officer

I'm with you there Ranjay! Let's hope the world's in a better place soon and we can all meet again in person before too long.