HY RESULTS 2019

HEALTH · HYGIENE · HOME

FLAT Q2 - STRONGER H2 EXPECTED

RESTORING GROWTH AND OUTPERFORMANCE - OUR KEY PRIORITY

Net revenue **£6,240m**

BEI* **15.4%**, +10bps

Group **+1%****

Health **-1%****

Hygiene Home **+3%****

EPS INCREASED***

Reported **+13%**

Adjusted **+4%**

STRONG MARGINS

Adjusted operating margin **23.6%**

KEY MARKETS**

	Health	HyHo
North America	-4%	+2%
Europe/ANZ	-2%	+1%
DvM	+1%	+6%

FY LFL net revenue target **+2-3%** revised from +3-4%

No change to adjusted operating margin expectations

RB 2.0: Creation of two structurally independent business units on track for mid-2020

KEY BRANDS THAT ARE PERFORMING WELL

Health: Nutramigen, Enfamil, NUROFEN

Hygiene Home: Lysol, finish, HARPIC

Hygiene Home eCommerce has grown more than 40% vs. PY

25% - 75% revenue growth vs. PY across all eBU Hubs

eHealth Labs : building a digital ecosystem to put health into the hands of the consumer

Leading eCommerce consumer healthcare company globally

>£1 billion annualised retail sales****

eCommerce **3rd** biggest 'country'

32 Direct to Consumer Stores live (up from 14)

eCommerce is **11%** of net revenue, up from 9% last year

>40% of total media investment in digital

Stimulus → Search (Zero Moment Of Truth) → Shelf (First Moment Of Truth) → Experience (Second Moment Of Truth) → Feedback (Ultimate Moment Of Truth)

Catalysts

UpSpring · PHARMAPACKS (ALL YOUR DAILY NEEDS) · neuriva

*Brand Equity Investment **LFL *** Continuing, diluted ****Based on H1