



FOCUS ON

UNIFIED GLOBAL
CATEGORY ORGANISATION
29 MAY 2025

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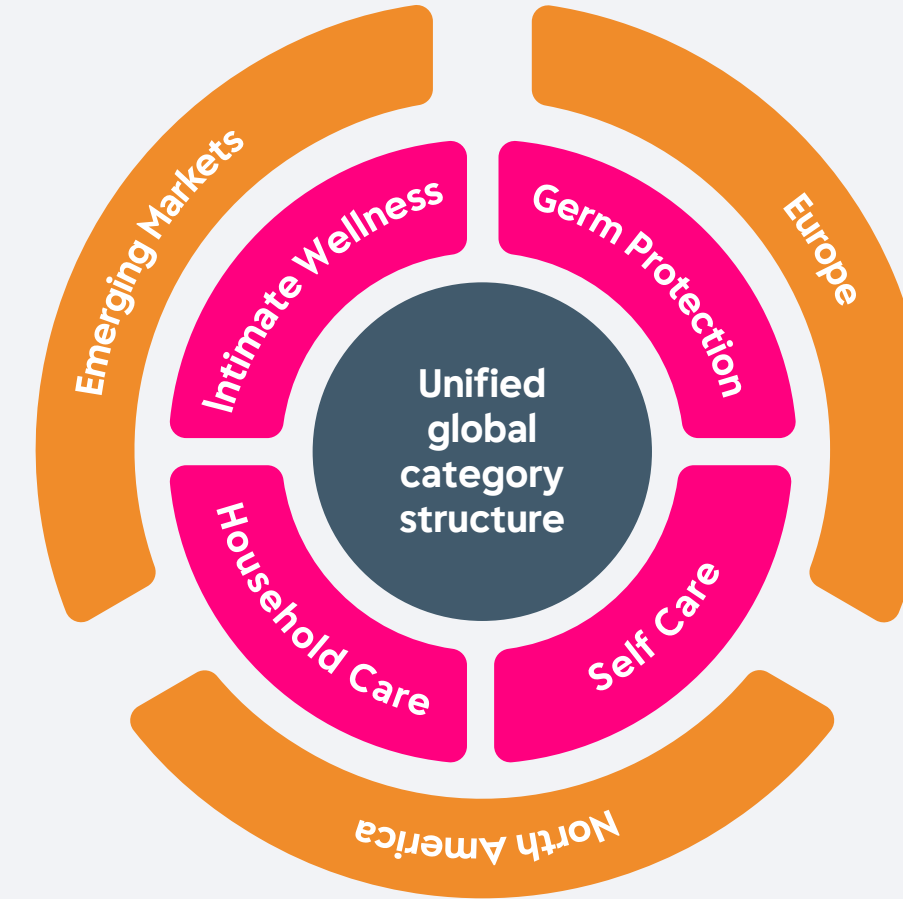
WELCOME

KRIS LIGHT
CEO



**WE CREATE
AND GROW
POWERBRANDS**

A SIMPLER, MORE EFFECTIVE CORE RECKITT

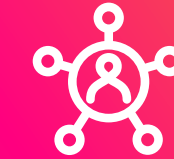




**WORLD-CLASS
PORTFOLIO**



**WINNING
PLAYBOOK**



**NEW
ORGANISATION**

+4% TO +5% MEDIUM-TERM LFL NET REVENUE GUIDANCE FOR CORE RECKITT

TODAY'S PRESENTERS



Ryan Dullea

Chief Category Growth Officer



Pankaj Duhan

SVP Germ Protection



Serra Bicak

SVP Self Care



Gonzalo Balcazar

SVP Household Care



Charlotte Schloesing

SVP Intimate Wellness



FOCUS ON

UNIFIED GLOBAL
CATEGORY ORGANISATION
29 MAY 2025



OVERVIEW

RYAN DULLEA
CHIEF CATEGORY
GROWTH OFFICER



P&G



CATEGORY GROWTH STRATEGY



PORTFOLIO CURATION PRINCIPLES



**Enduring
competitive
advantage**



**Long-term
runway for
growth**



**Attractive
earnings
model**



**Enduring
competitive
advantage**

RECKITT'S PORTFOLIO CONTAINS A RANGE OF WORLD-CLASS POWER-BRANDS



1. Claims based on information aggregated in part from data supplied by Nielsen through its Retail Measurement Services and in part from data inputs from other suppliers, in each case, for the relevant category, geographic focus and based on FY2024 (based on branded players only).

PORTFOLIO CURATION PRINCIPLES



**Enduring
competitive
advantage**



**Long-term
runway for
growth**



**Attractive
earnings
model**

WE PLAY IN STRONG CATEGORIES



SELF CARE

+c.7%

'20-'24 CAGR¹



GERM PROTECTION

+c.5%

'20-'24 CAGR²



Long-term
runway for
growth



HOUSEHOLD CARE

+c.6%

'20-'24 CAGR²



INTIMATE WELLNESS

+c.5%

'20-'24 CAGR³

OUR CATEGORIES HAVE LONG RUNWAYS FOR GROWTH



SELF CARE

66%

people paying
more attention
to their health¹



GERM PROTECTION

58%

growth in disease
causing germs²



Long-term
runway for
growth



HOUSEHOLD CARE

14%

global household
penetration³



INTIMATE WELLNESS

1%

of sex occasions
include Durex⁴

1. <https://www.mindshareworld.com/news/mindshares-wellness-revolution-report-people-care-more-for-their-wellbeing-than-ever-before>)

2. <https://doi.org/10.1099/mic.0.001269> 3. Internal modelling based on Euromonitor and Nielsen data 4. 2024 Global Sex Survey data

PORTFOLIO CURATION PRINCIPLES



**Enduring
competitive
advantage**

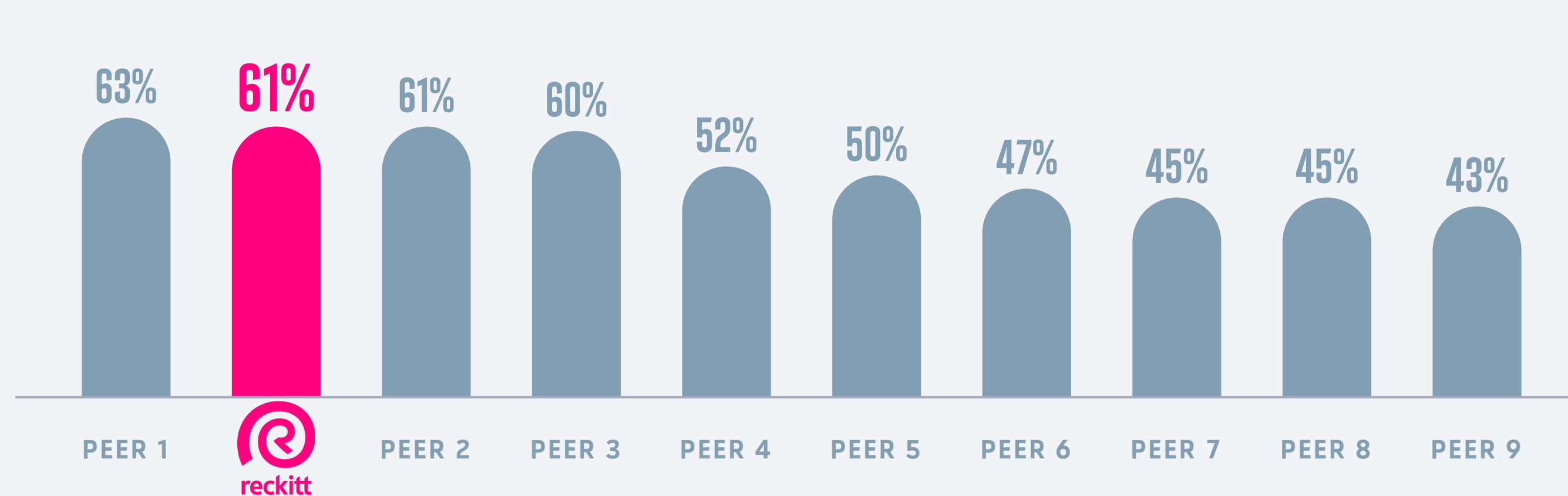


**Long-term
runway for
growth**



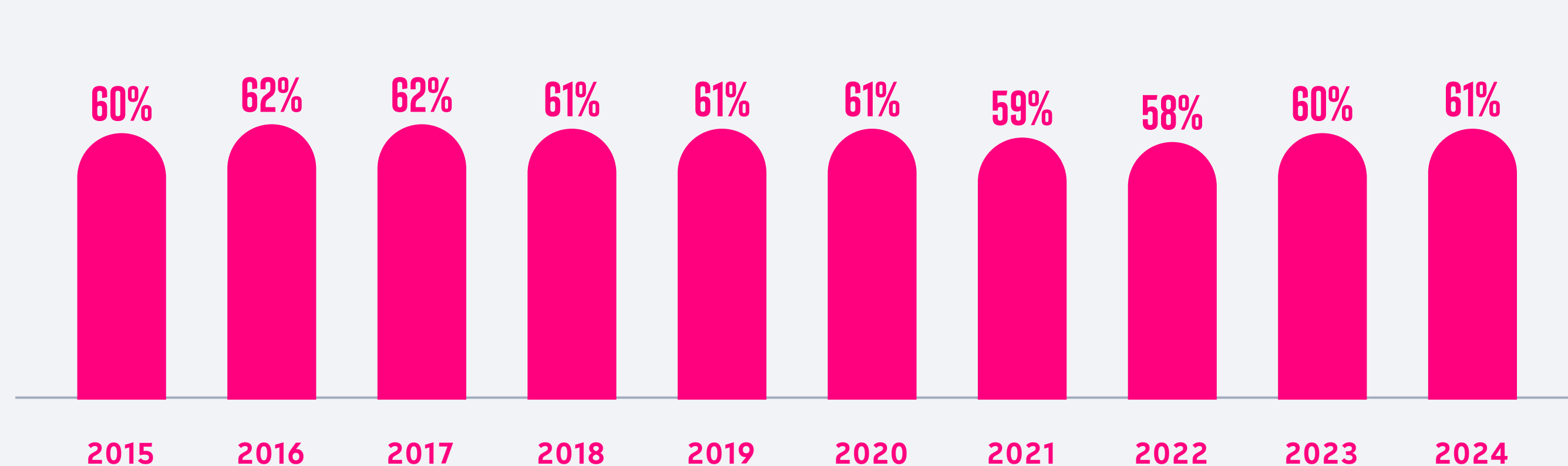
**Attractive
earnings
model**

RECKITT HAS SECTOR-LEADING MARGIN LEVEL (+900 BPS VS THE AVERAGE¹)



1. vs 51.7% group gross margin average of nine listed peers across the Health and Hygiene sectors

RECKITT'S GROSS MARGIN HAS REMAINED STABLE OVER THE PAST DECADE¹

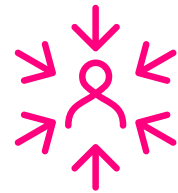


1. Reckitt annual report and accounts

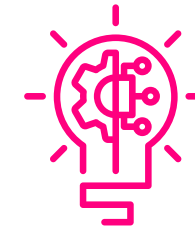
WINNING PLAYBOOK



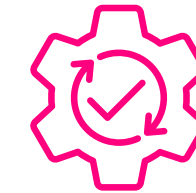
**ICONIC BRAND
BUILDING**



**CONSUMER
OBSESSED**



**SUPERIOR
INNOVATION**

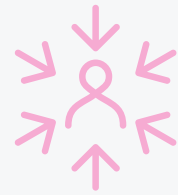


**EXECUTION
EXCELLENCE**

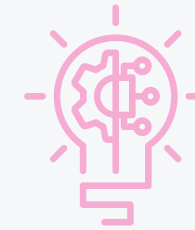
WINNING PLAYBOOK



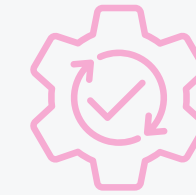
**ICONIC BRAND
BUILDING**



**CONSUMER
OBSESSED**



**SUPERIOR
INNOVATION**



**EXECUTION
EXCELLENCE**



1. Percentage indicates net revenue contribution to Core Reckitt in FY 2024

RECKITT FOCUS ON

OTHER

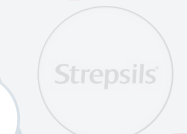


neophos



Future Powerbrands and Local Heroes

driving >80% of



Intima



Jøntex



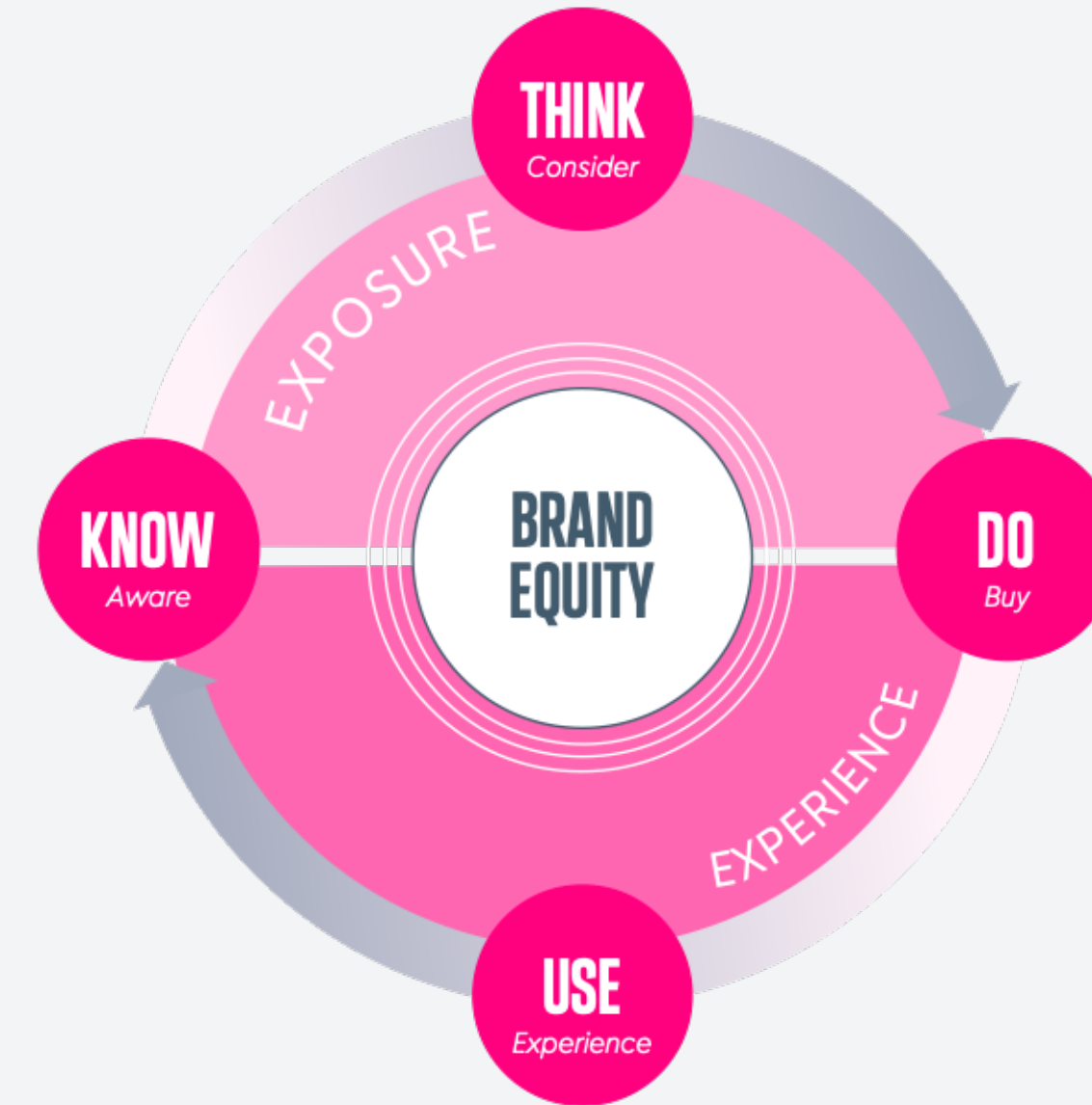
Delsym

Cēpacol



RECKITT FOCUS ON

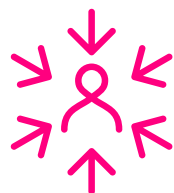
RECKITT HOLISTIC APPROACH TO BRAND BUILDING



WINNING PLAYBOOK



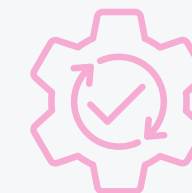
**ICONIC BRAND
BUILDING**



**CONSUMER
OBSESSED**



**SUPERIOR
INNOVATION**



**EXECUTION
EXCELLENCE**





RECKITT FOCUS ON

LEVERAGING GENERATIVE AI TO ACCESS DATA AND **AMPLIFY CONSUMER UNDERSTANDING**

LEVERAGING GENERATIVE AI TO ACCESS DATA AND **AMPLIFY CONSUMER UNDERSTANDING**

up to **70%**
time saving
on access to
insights

up to **2X**
better quality
innovation
concepts

WINNING PLAYBOOK



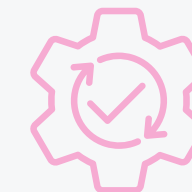
**ICONIC BRAND
BUILDING**



**CONSUMER
OBSESSED**



**SUPERIOR
INNOVATION**



**EXECUTION
EXCELLENCE**



WIN CONSUMER EXPERIENCE BY INVESTING IN SUPERIOR TECHNOLOGY

LACK OF PRODUCT SUPERIORITY

Overall Liking Lower than Lead Competitor

**RECKITT
PRODUCT A**
(OVERALL LIKING)

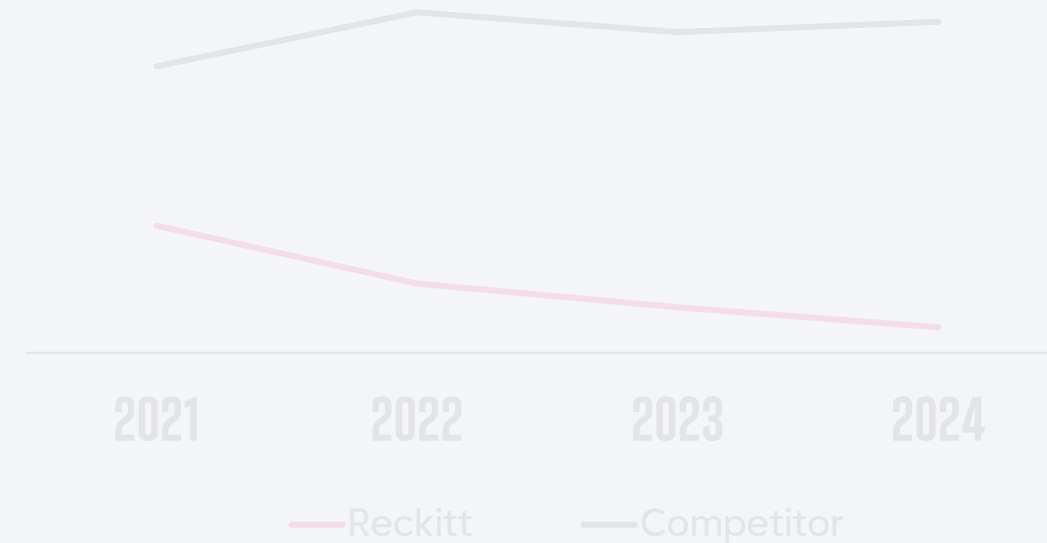
37%

**COMPETITOR
PRODUCT B**
(OVERALL LIKING)

46%

DISAPPOINTING MARKET PERFORMANCE

Market Share (Reckitt vs Lead Competitor)



WIN CONSUMER EXPERIENCE BY INVESTING IN SUPERIOR TECHNOLOGY

LACK OF PRODUCT SUPERIORITY

Overall Liking Lower than Lead Competitor

RECKITT
PRODUCT A
(OVERALL LIKING)

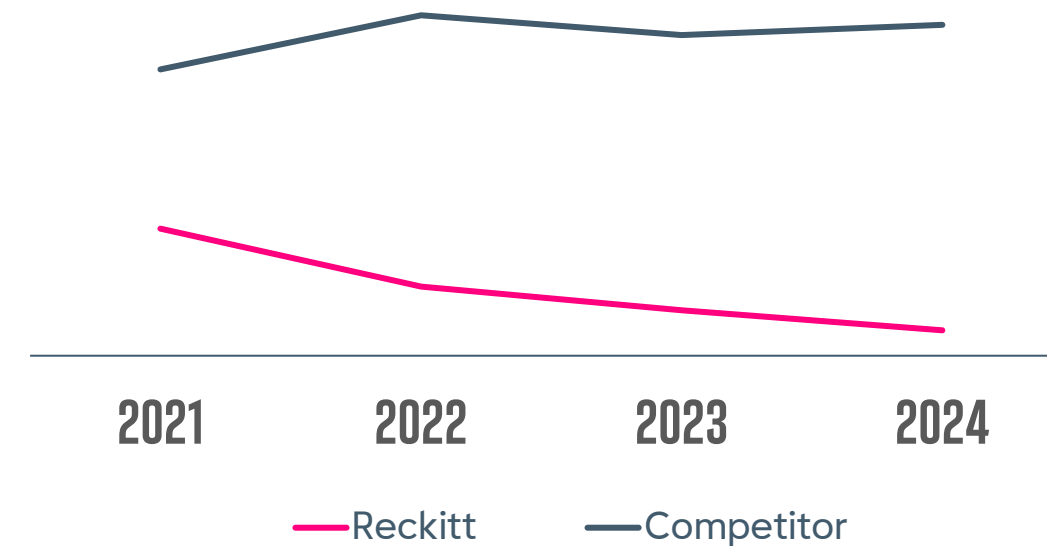
37%

COMPETITOR
PRODUCT B
(OVERALL LIKING)

46%

DISAPPOINTING MARKET PERFORMANCE

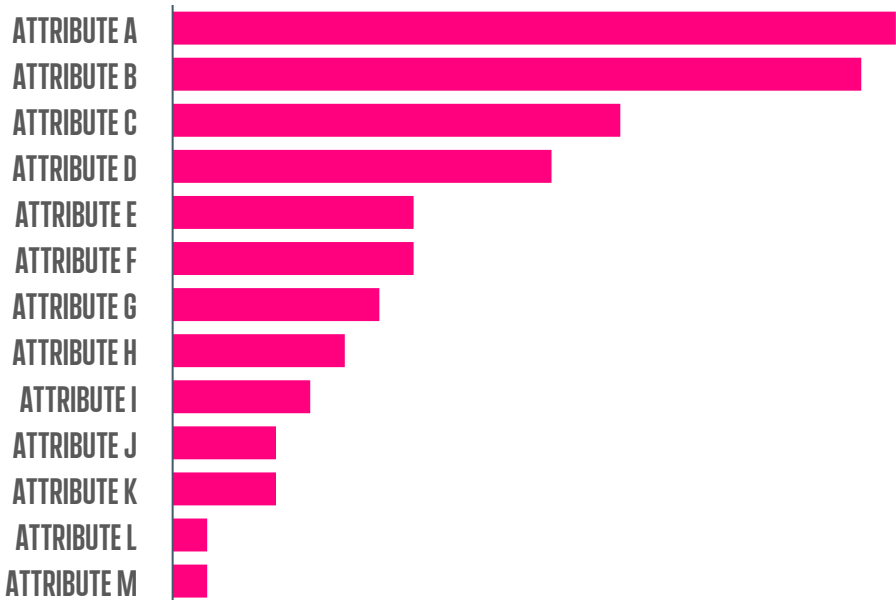
Market Share (Reckitt vs Lead Competitor)



WIN CONSUMER EXPERIENCE BY INVESTING IN SUPERIOR TECHNOLOGY

CREATING PRODUCT SUPERIORITY

Mapped Key Attributes to Reformulate



HOME USE TEST TO PROVE SUPERIORITY

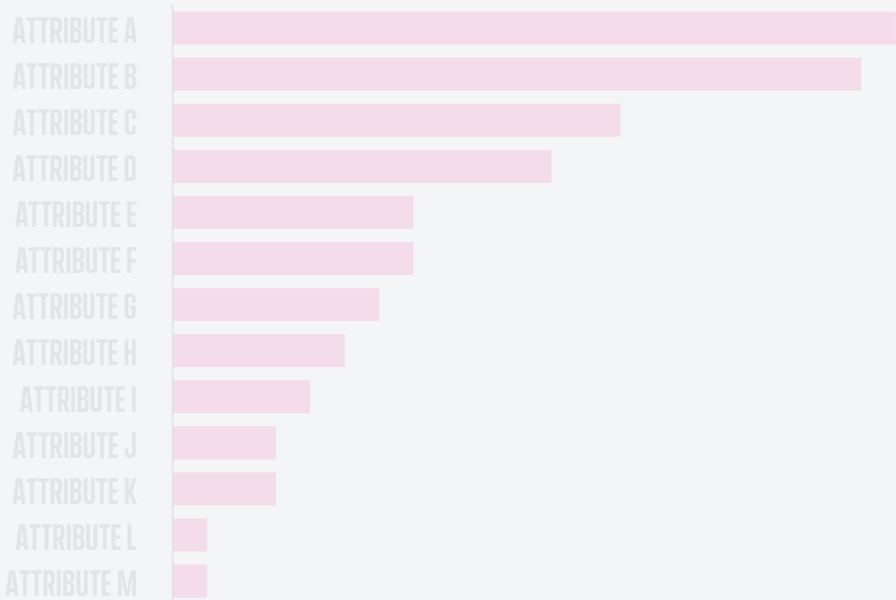
Winning prototype selected for market

	RECKITT PRODUCT A	COMPETITOR PRODUCT B	PROTOTYPE 1	PROTOTYPE 2	PROTOTYPE 3	PROTOTYPE 4	PROTOTYPE 5
ATTRIBUTE A	8.58	8.43	8.65	8.61	8.68b	8.92 ABCDEHIJ	8.81aBIJ
ATTRIBUTE B	8.16bC	7.79	7.74	7.93	7.93	8.02	7.82
ATTRIBUTE C	8.40	8.23	8.21	8.50bcG	8.47g	8.71 ABCGHIJ	8.17
ATTRIBUTE D	8.53	8.28	8.58	8.53b	8.43	8.83 aBcDEGHIJ	8.53
ATTRIBUTE E	8.68	8.48	8.70	8.76B	8.65	9.00 ABCdEGHIJ	8.67
ATTRIBUTE F	8.14	7.85	8.41B	8.54ABj	8.41B	8.79 ABCdEHJ	8.60ABJ
ATTRIBUTE G	8.67	8.50	8.83Bj	8.85BJ	8.90BJ	9.01ABJ	9.07 ABcdhJ
ATTRIBUTE H	8.46	8.29	8.73aBeij	8.48	8.44	8.83 ABDEIJ	8.59j
ATTRIBUTE I	8.89	8.75	8.99b	8.83	8.95b	9.08Bd	9.01B

WIN CONSUMER EXPERIENCE BY INVESTING IN SUPERIOR TECHNOLOGY

CREATING PRODUCT SUPERIORITY

Mapped Key Attributes to Reformulate



HOME USE TEST TO PROVE SUPERIORITY

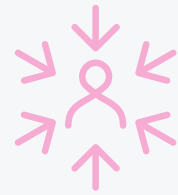
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WINNING PLAYBOOK



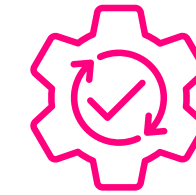
**ICONIC BRAND
BUILDING**



**CONSUMER
OBSESSED**



**SUPERIOR
INNOVATION**



**EXECUTION
EXCELLENCE**



RECKITT FOCUS ON

CREATE AND GROW CATEGORIES THROUGH OUR WINNING PLAYBOOK

GERM
PROTECTION

SELF
CARE

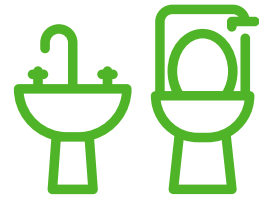
HOUSEHOLD
CARE

INTIMATE
WELLNESS

FOCUS ON

GERM PROTECTION

THE CATEGORIES



Toilet



Floor



Cuts & wounds



Bathroom



Sanitizer



Shaving



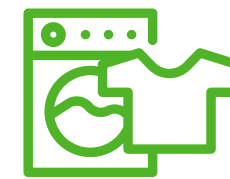
Handwash



Shower gel



Antiseptic Liquid



Laundry



Wipes



Air Disinfection



Drain



Bathing

GERM PROTECTION AT A GLANCE

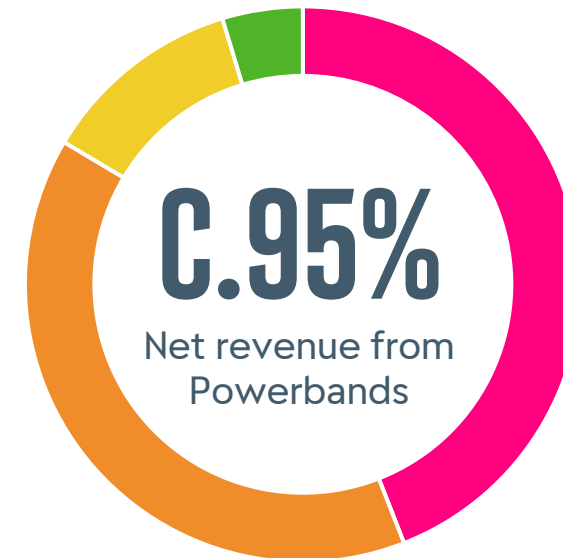
£3.1bn

FY24 net revenue

31%

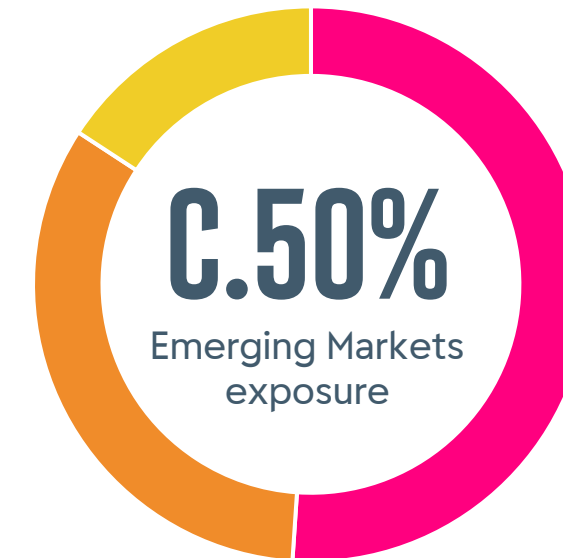
of Core Reckitt

Brand profile



● Lysol ● Dettol
● Harpic ● Other

Area profile



● Emerging Markets ● Europe
● North America

Market leading brands¹



1. Claims based on information aggregated in part from data supplied by Nielsen through its Retail Measurement Services and in part from data inputs from other suppliers, in each case, for the relevant category, geographic focus and based on FY2024 (based on branded players only).



GERM PROTECTION

PANKAJ DUHAN
SVP GERM PROTECTION

HIGH GROWTH PORTFOLIO PROTECTING 25% OF GLOBAL POPULATION

SIGNIFICANT AND GROWING



£3.1bn

FY24
net revenue



+7%

FY19 – FY24
net revenue CAGR



25%

Global
penetration¹

1. Aggregation of Kantar Panel Household, Numerator data and internal modelling

WE ARE PIONEERS

SUPERIOR SCIENCE



1st used for disinfection during Spanish flu¹



1st antiseptic liquid used in hospitals for sepsis²



1st EPA approved germ kill in Air³



1st major product solution for toilet hygiene⁴

1. First widely used disinfectant during 1889 Russian Flu and 1919 Spanish flu pandemic 2. 1933 first use of PCMX in ASL, Dettol: under the microscope | [Reckitt.com](https://www.Reckitt.com))

3. 2017, LLS 777-128 ; 2023, LAS 777-143 EPA Registers Air Sanitizer for Residential and Commercial Use Against Influenza and Coronavirus | [US EPA](https://www.EPA.gov))

4. 1920 first ITB cleaner against limescale and germs, Harpic: under the microscope | [Reckitt.com](https://www.Reckitt.com))

WE CREATE CATEGORIES

VERSATILE BRANDS



13



6



3

BRAND 1



3

BRAND 2



3

BRAND 3



3

BRAND 4



1

BRAND 5



1



OUR TRUE SUPERPOWER IS "CONSUMER TRUST"



#1 TRUSTED
Health brand¹



#1 TRUSTED
Household
cleaning brand²



#1 TRUSTED
Personal care
brand³



#1 TRUSTED
Surface care
brand⁴



#1 CONSIDERED
Surface care
brand⁵



#1 CONSIDERED
Surface care
brand⁵



#1 CONSIDERED
Illness protection
brand⁵



#1 CONSIDERED
Surface care
brand⁵



#1 RECOMMENDED
Lavatory care
brand⁵



#1 CONSIDERED
Lavatory care
brand⁵



#1 CONSIDERED
Lavatory care
brand⁵

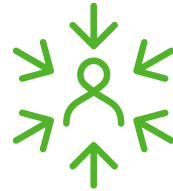


#2 CONSIDERED
Lavatory care
brand⁵

HOW TO WIN STRATEGIES



**Grow penetration
via
iconic brands**



**Create categories
via
consumer relevance**



**Command premium
via
superior innovation**



**Consistently
via
execution excellence**



GROW PENETRATION THROUGH ICONIC BRANDS

CONSUMER OBSESSED

Driving education

75%

Urban schools reached¹

15%

Reduction in diarrhoea¹

39%

Less absenteeism in school¹



Driving adoption



75M+

Videos created²

565M+

Videos shared²

132B

Views²



GROW PENETRATION THROUGH ICONIC BRANDS

CONSUMER OBSESSED

Driving education

75%
Urban schools
reached¹

15%
Reduction in
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Driving adoption

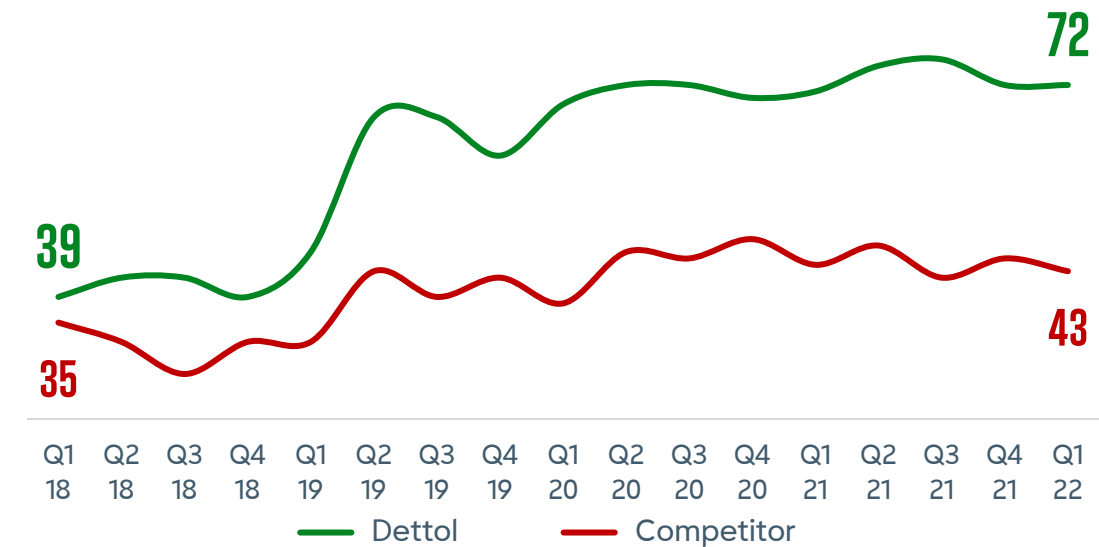


75M+
Videos created²

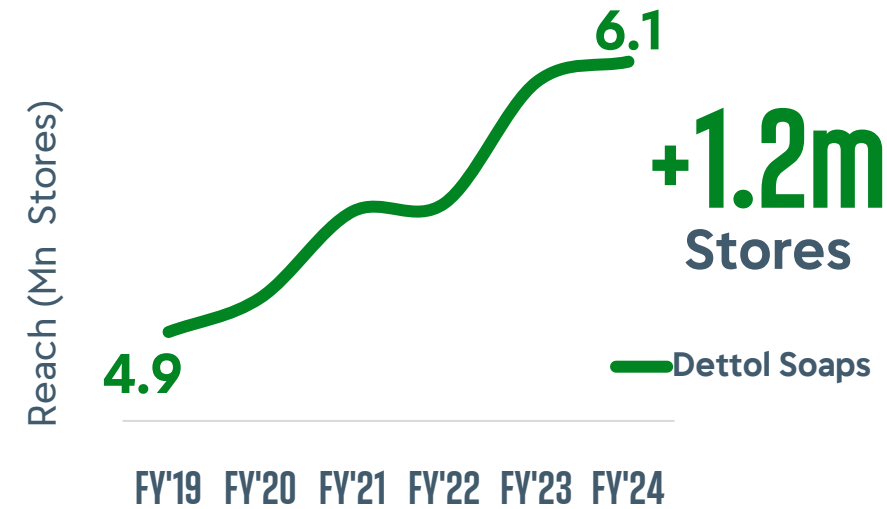
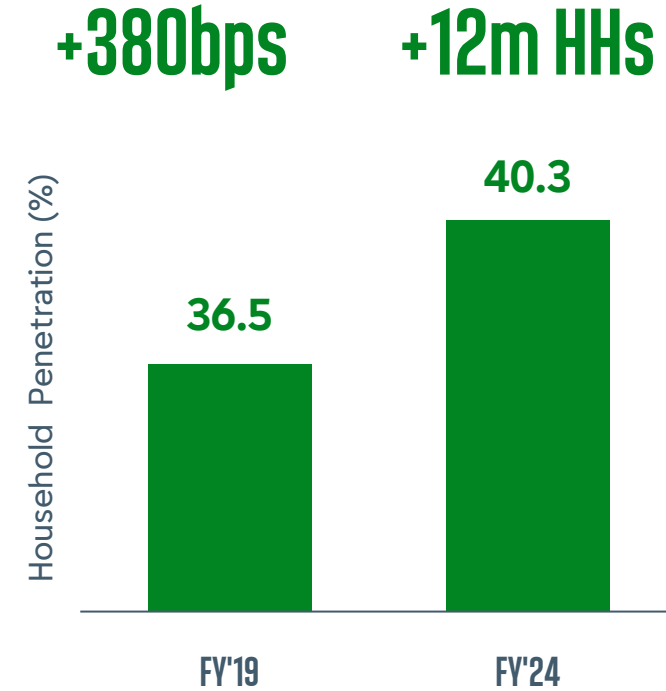
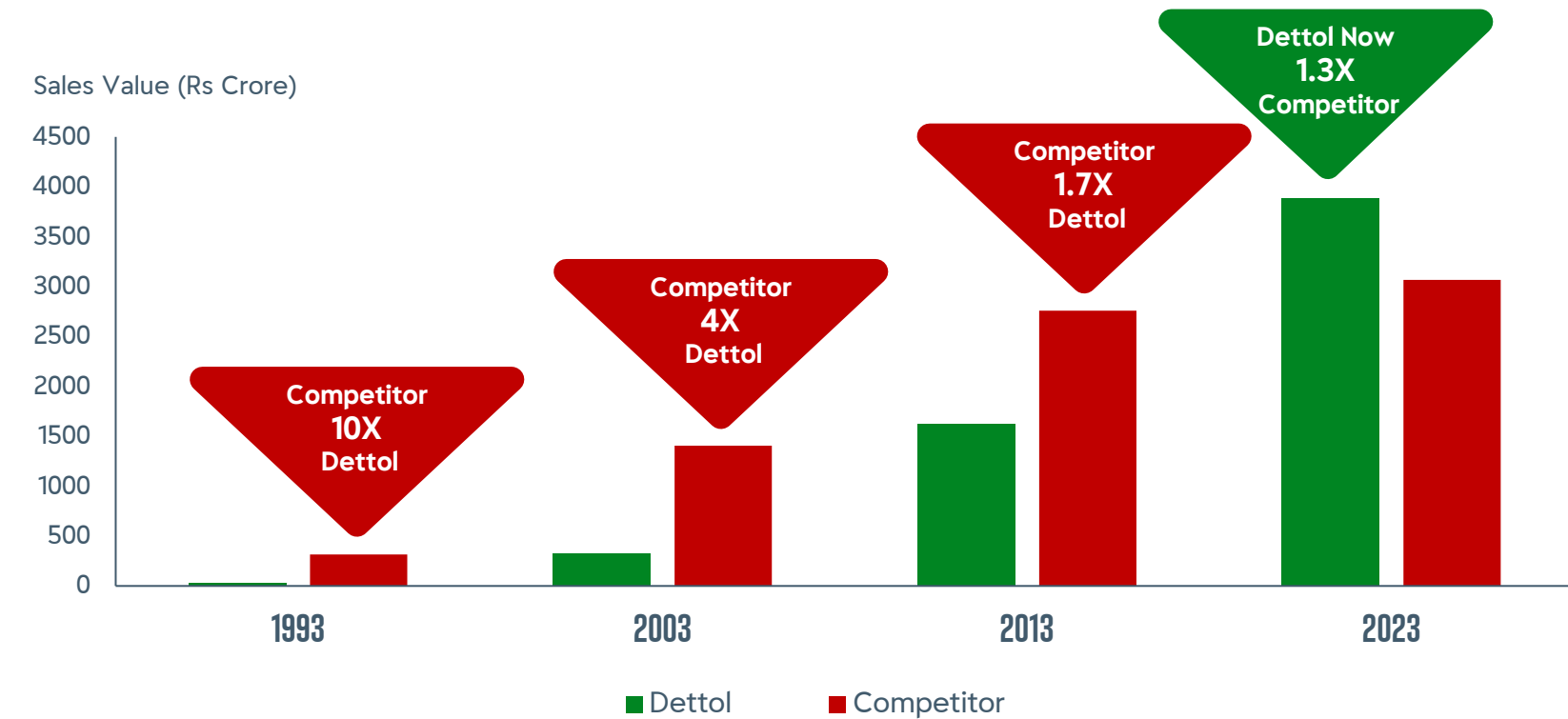
565M+
Videos shared²

132B
Views²

EQUITY³



GROW PENETRATION THROUGH ICONIC BRANDS

DISTRIBUTION¹PENETRATION²SALES³

CREATE NEW CATEGORIES THROUGH DRIVING CONSUMER RELEVANCE



LAUNDRY

“Washing with detergent alone at 30c yields little or no reduction of bacteria¹”

“Washing Machines are a significant source of bacteria and fungi¹”

Laundry Sanitizer
Kills 99.9%
bacteria that
detergents leave behind



AIR

“Covid can remain in air for up to 3 hours²”

Air Sanitizer
1st EPA approved
germ kill in Air

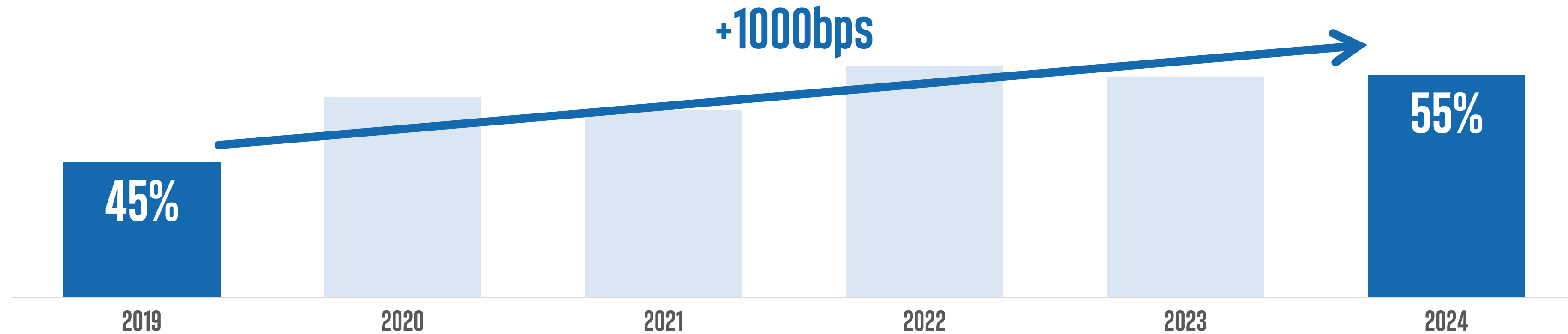


1. Potential for Microbial Cross Contamination of Laundry from Public Washing Machines 2. <https://www.science.org/doi/10.1126/science.abd9149>

WINNING RESULTS



Lysol US penetration¹



1. Numerator household penetration data

CREATE NEW CATEGORIES BY DRIVING CONSUMER RELEVANCE



CONSUMER OBSESSED

2019



2025



SUPERIOR EXECUTION

Disinfectant spray

It is always embarrassing to take off your shoes in public.



KOL-Wild Fox with
VV: 7.4m In Apr

Washing machine cleaner

Be sure to do it regularly every month.



KOL-Cool Dad Mr. Liu
with 5m fans

Antiseptic liquid

Dettol really understands us too well



KOC-Linna Belle with
VV: 0.5m In Apr



WINNING RESULTS

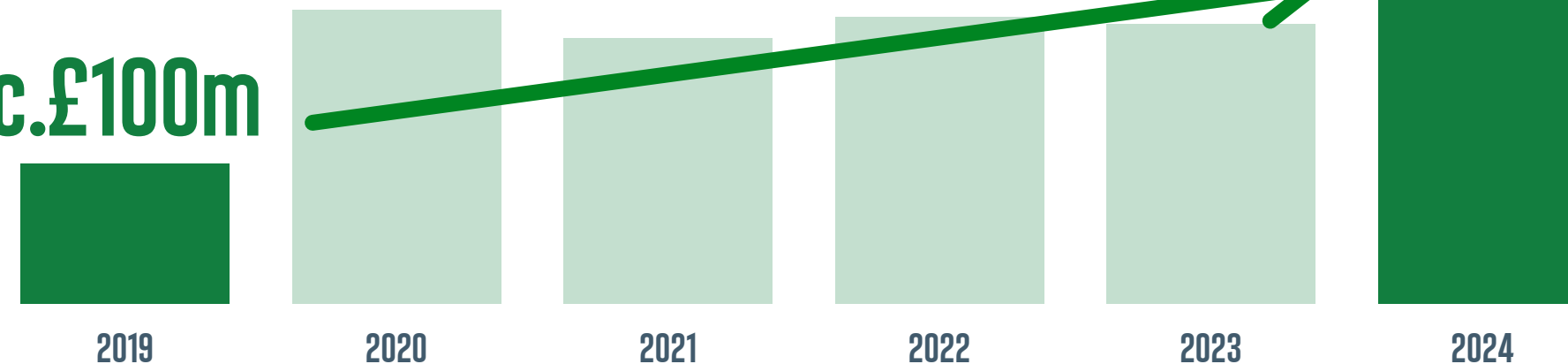
Dettol China net revenue

+c.£170m
NR from
2019

c.£100m

c.£270m

+1600bps
GM% from
2019



PREMIUM PRICING BACKED BY SUPERIOR SOLUTIONS



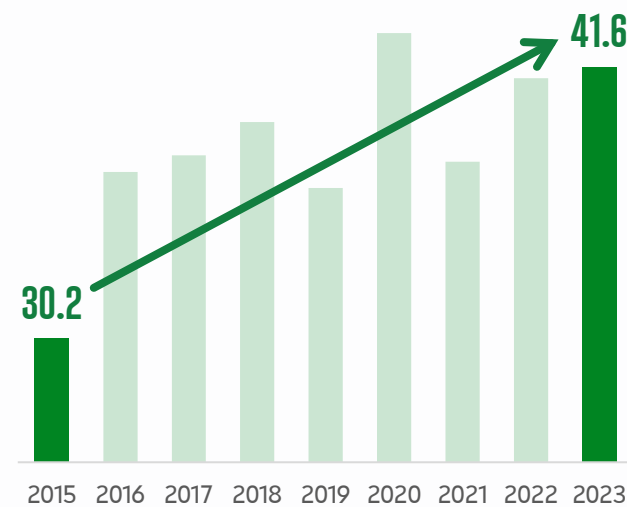
SOAPS



+60%

Price premium per gram vs competitor¹

Household penetration²

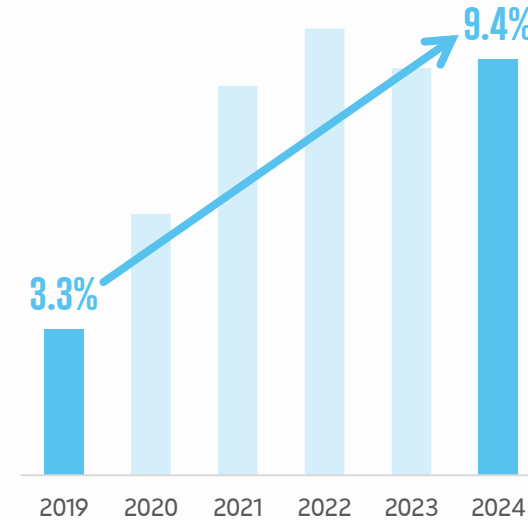


LAUNDRY SANITIZER

+40%

Price premium per oz vs laundry additives¹

Household penetration³



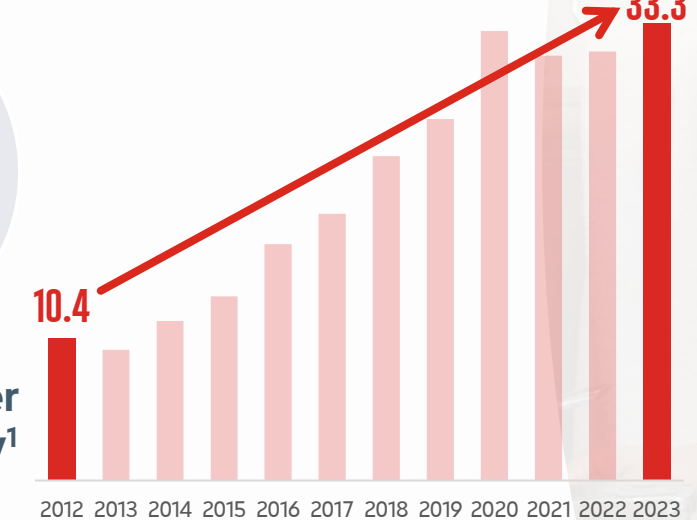
INDIA TOILET BOWL CLEANER



+10%

Price premium per gram vs category¹

Household penetration²



KEY TAKEAWAYS



**Track record of
business delivery**



**Big penetration &
category creation
opportunity**



**Iconic, versatile
brands to tap
potential**



SELF CARE
SELF CARE
SELF CARE
SELF CARE
SELF CARE
SELF CARE

FOCUS ON

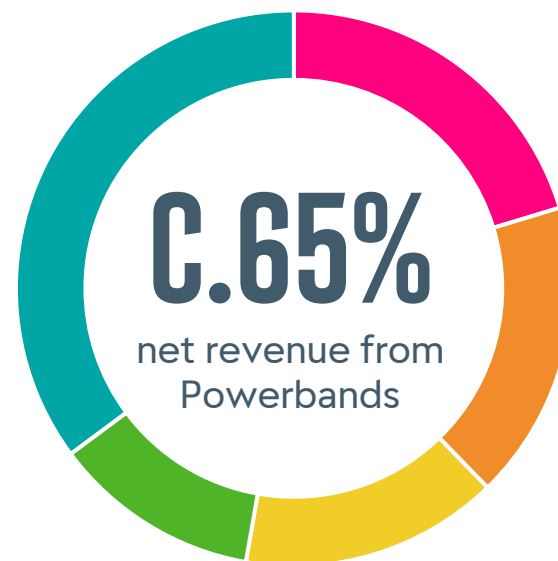
SELF CARE

SELF CARE AT A GLANCE

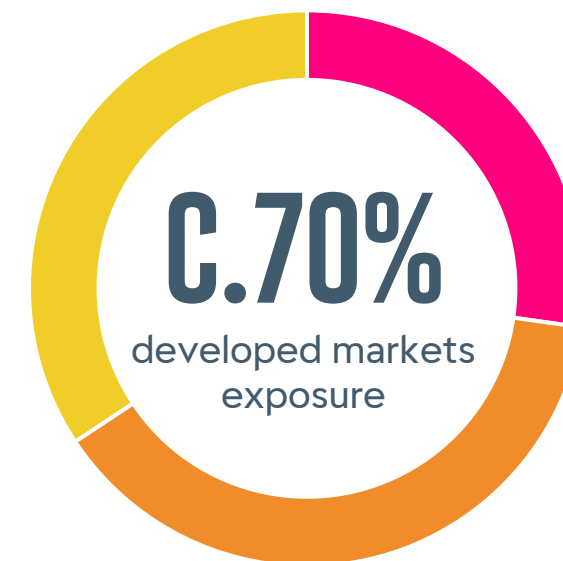
£3.3bn
FY24 net revenue

33%
of Core Reckitt

Brand profile



Area profile



Market leading brands¹

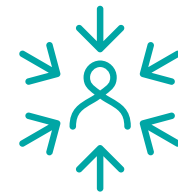


1. Claims based on information aggregated in part from data supplied by Nielsen through its Retail Measurement Services and in part from data inputs from other suppliers, in each case, for the relevant category, geographic focus and based on FY24 (based on branded players only).

HOW TO WIN STRATEGY



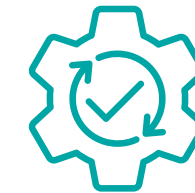
Leverage
iconic brands
to close the
treatment gap



Maximise winning
portfolio via
**consumer
obsession**



Improve the
standard of care
with **superior
innovation**



**Execute with
excellence** across
healthcare
pyramid



 **FOCUS ON**

SELF CARE

SERRA BICAK
SVP SELF CARE

NUROFEN

PAIN MANAGEMENT

c.£19bn
Category
size¹

+c.6%
'20-'24
CAGR²

GAVISCON

DIGESTIVE REMEDIES

c.£26bn
Category
size¹

+c.7%
'20-'24
CAGR²

CATEGORY OF CATEGORIES

Mucinex

Strepsils

UPPER RESPIRATORY

c.£24bn
Category
size¹

+c.9%
'20-'24
CAGR²

Move
Free
JOINT HEALTH

VMS

c.£40bn
Category
size¹

+c.8%
'20-'24
CAGR²

MUCINEX – A LONG HISTORY OF SUPERIOR SOLUTIONS

Cough & Congestion (2004)

The **FIRST** FDA-approved
12hr expectorant



Cold & Flu Day (2011)

The **FIRST** brand totally
Max Strength



Cold & Flu Night (2019)

The **FIRST** with Triprolidine
(shorter sedation)



Cough Drops (2022)

The **FIRST** 4HR
Cough Relief



Paediatric Cough (2024)

The **FIRST** Children's
4HR Cough Relief



MUCINEX KICKSTART – CONSUMER NEED DRIVING CATEGORY GROWTH

CONSUMER OBSESSED

Unlocked a new morning usage occasion



THE INSIGHT

When sick, consumers symptoms feel their worst upon waking up



7 IN 10

sufferers treat their symptoms first thing in the morning¹

PRODUCT SUPERIORITY

Mucinex Kickstart redefine how consumers start their day in the category²

59%



Kickstart

44%



All in One

43%



Competitor product

59%

of consumers say Mucinex Kickstart helps them feel ready to take on the day

72%

Consumers experience fast-acting relief, by the kick of menthol

WINNING RESULTS

+\$40M
IN POS 2024³

#1 combo pack at Walmart +23% incremental³

RELIEF STARTS WITH A



WINNER OF THE BEST NEW PRODUCT LAUNCH⁴

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NUROFEN – SUPERIOR INNOVATION ALLOWING WHITE SPACE EXPANSION

CONSUMER OBSESSED

Pain is disruptive, making fast relief key

79% of sufferers say pain impacts their daily lives¹



PRODUCT SUPERIORITY

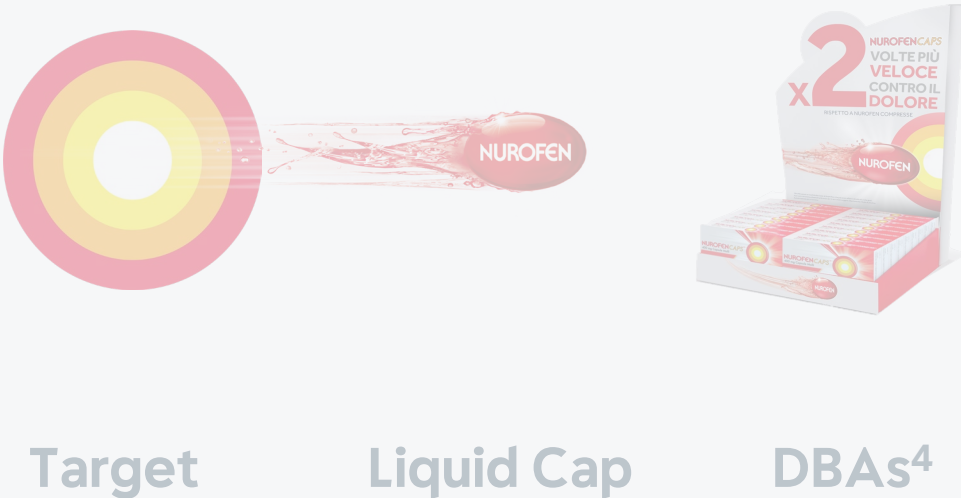
Liquid Caps driving premiumization



29% of shoppers³ trade up from core at 237 index price premium

EXECUTIONAL EXCELLENCE

Driving geographic whitespace expansion



1. Global Gender Pay Gap survey 2024 2. Global pain U&A 2024 3. Kantar panel 2023 4. DBA: Distinct brand assets

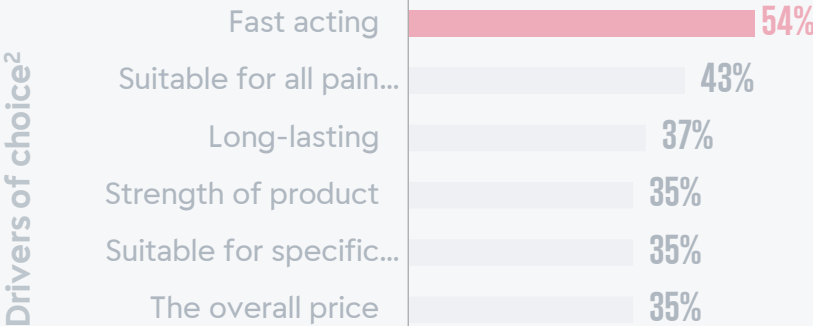


NUROFEN – SUPERIOR INNOVATION ALLOWING WHITE SPACE EXPANSION

CONSUMER OBSESSED

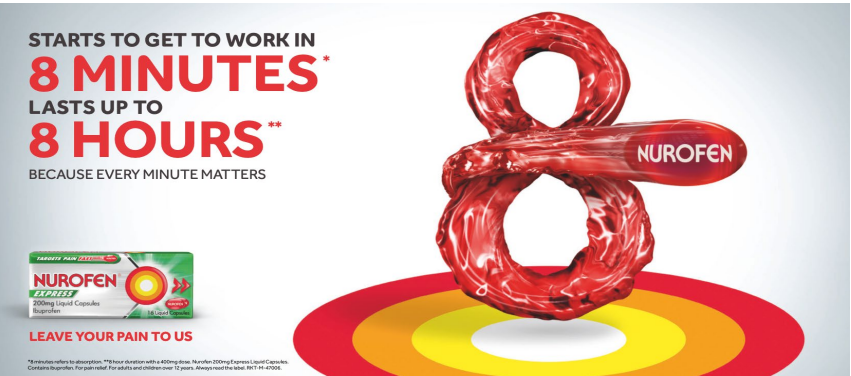
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PRODUCT SUPERIORITY

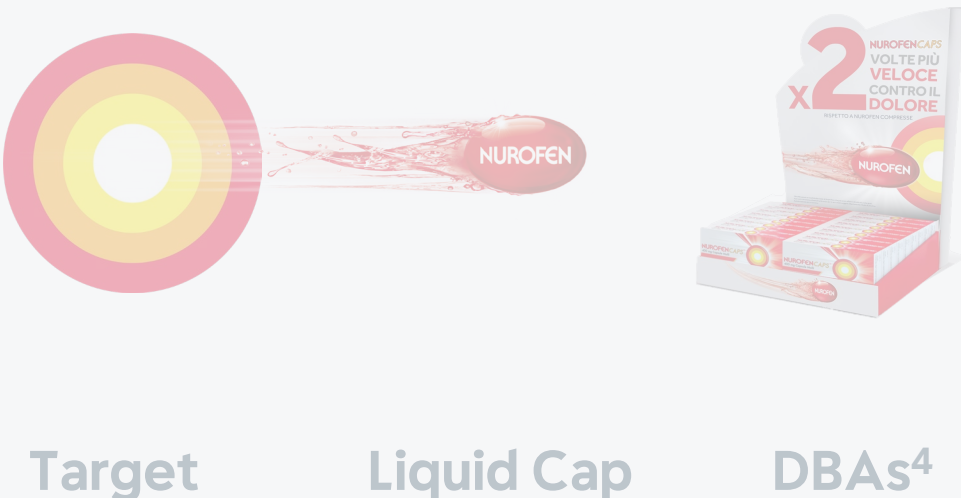
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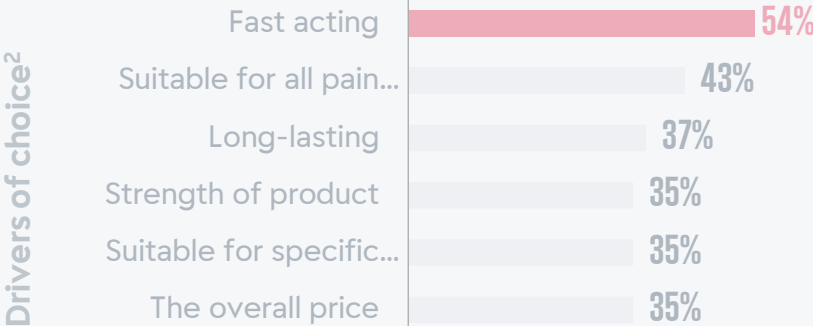


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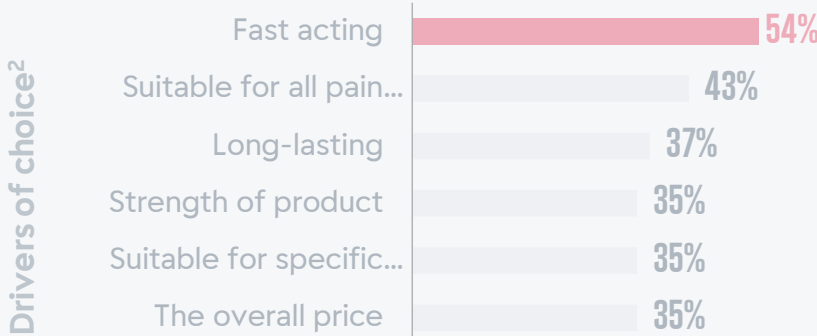


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Target

Liquid Cap

DBAs⁴

1. Global Gender Pay Gap survey 2024 2. Global pain U&A 2024 3. Kantar panel 2023 4. DBA: Distinct brand assets

NUROFEN – WINNING IN PAIN MANAGEMENT

WINNING RESULTS

Delivering sustainable growth

Nurofen net revenue

CAGR = +c.8%

2019

2020

2021

2022

2023

2024



GAVISCON – BRIDGING THE TREATMENT GAP WITH SUPERIOR SCIENCE

CONSUMER OBSESSED

Suffers treat with a variety of products –
from OTC Antacids to Rx PPIs

56%

of Heartburn and
Indigestion sufferers
treat with OTC¹

44%

of those taking PPIs
are eligible for
deprescription²

PRODUCT SUPERIORITY

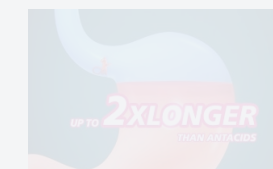
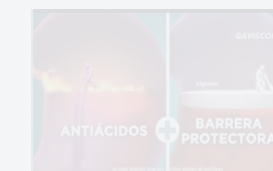
Superior DUAL ACTION Mode of Action



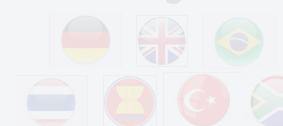
SUPERIOR EXECUTION

- 1) Trade up from antacids – Self-treaters education
- 2) Trade down from PPIs – HCPs Education

TRADE DOWN FROM PPIS



Alginic acid products in
national guidelines



TRADE UP FROM ANTACIDS

GAVISCON – BRIDGING THE TREATMENT GAP WITH SUPERIOR SCIENCE

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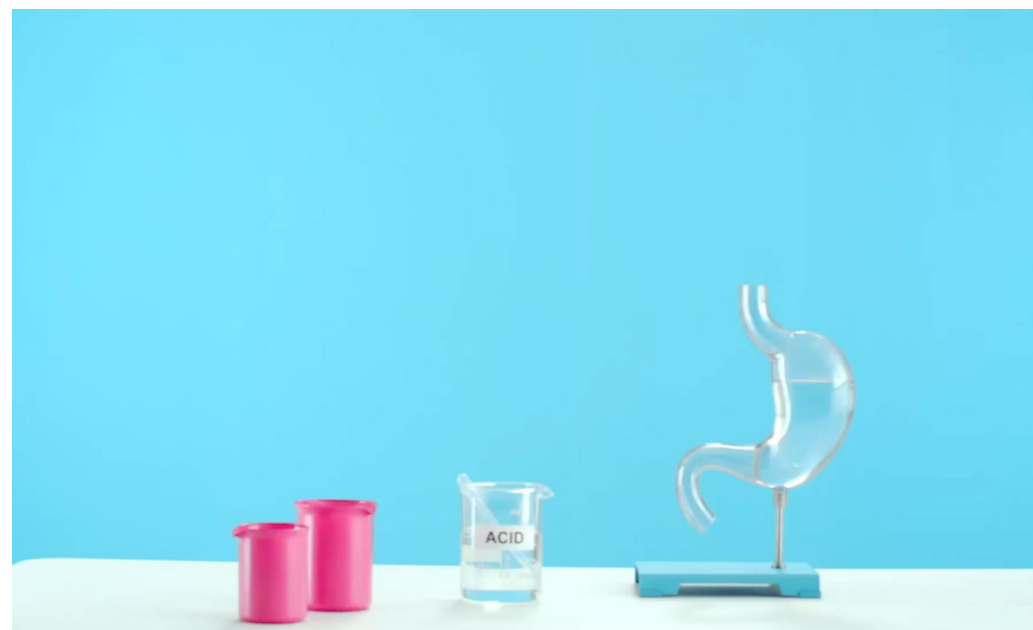
of Heartburn and Indigestion sufferers treat with OTC¹

44%

of those taking PPIs are eligible for deprescription^{2,3}

PRODUCT SUPERIORITY

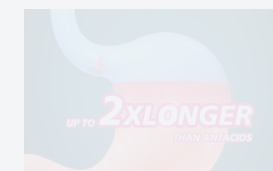
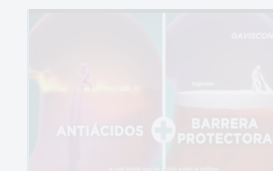
Superior DUAL ACTION Mode of Action



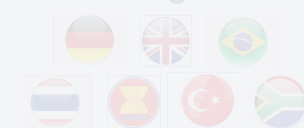
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Alginates products in national guidelines



TRADE UP FROM ANTACIDS

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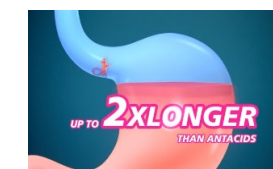
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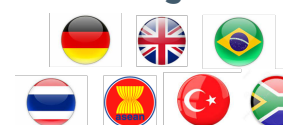
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Alginates products in national guidelines



TRADE UP FROM ANTACIDS

1. Patient pathway 2022 2. Shanika L et al. Eur J Clin Pharmacol. 2023 Sep;79(9):1159-1172 3. PPI: Proton pump inhibitors

GAVISCON – EDUCATION DRIVING CATEGORY GROWTH ACROSS MARKETS

CONSUMER OBSESSED

GAVISCON RELIEVES THE 7 MOST COMMON SYMPTOMS OF HEARTBURN & INDIGESTION



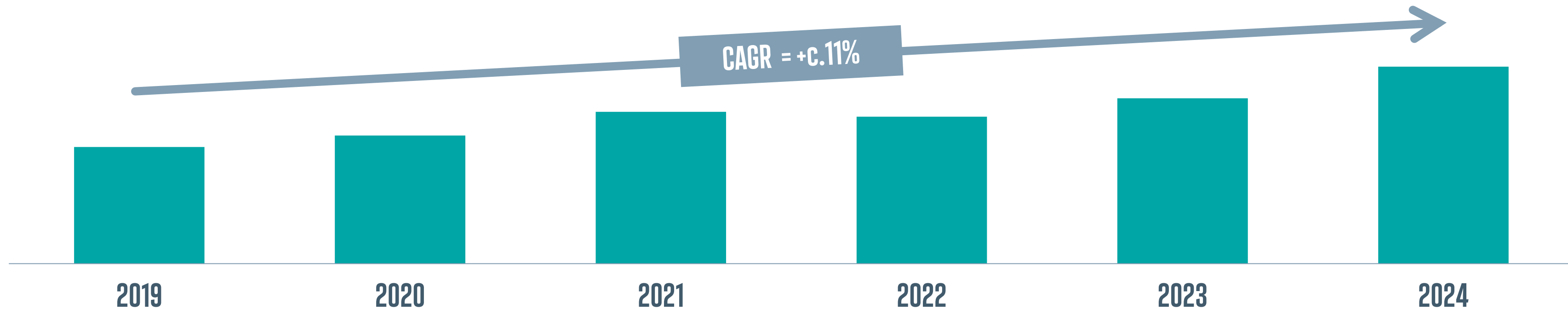
SUPERIOR HCP EXECUTION

GAVISCON – ACTIVATING 7 SYMPTOMS WITH HCPs / PHARMACIES



GAVISCON – DELIVERING WINNING GROWTH

PROVEN GROWTH MODEL ENABLING EXCELLENCE IN EXECUTION AND SUSTAINABLE GROWTH



STREPSILS – SUPERIOR SOLUTIONS, DOING GOOD

CONSUMER OBSESSED

More occasions can be treated by
medicated OTC solutions

69%

of people have
experienced sore
throat in the
past year¹

39%

of sore throat
incidences are
treated with
medicated solutions¹

PRODUCT SUPERIORITY

Innovate to deliver relief against
all types of sore throat



SOOTHE
THE PAIN



PPD Idx 100



BLOCK
THE PAIN



115



TREAT
THE CAUSE OF PAIN



180

SUPERIOR HCP EXECUTION

Drive Flurbiprofen superiority with HCPs – with BIC
materials and wow demonstrations



#3

cause of death is
anti-microbial
resistance²



9/10

sore throats are
caused by viruses
not bacteria³

1. Sore throat U&A 2024 2. World Health Organisation 3. Acute sore throat study (Worrall)

STREPSILS – WINNING IN SORE THROAT

WINNING RESULTS

Delivering sustainable growth

Strepsils net revenue

CAGR = +c.10%



2019

2020

2021

2022

2023

2024



KEY TAKEAWAYS



**Empowering
consumers to take
control of their own
healthcare**



**Category defining
iconic powerbrands
well positioned for
long-term growth**



**Bringing science to
life through
superior innovation**



 **FOCUS ON**

HOUSEHOLD CARE

**c.£5bn**Category
size¹**c.7%**'20-'24
CAGR²**14%**Global
penetration³

THE CATEGORY

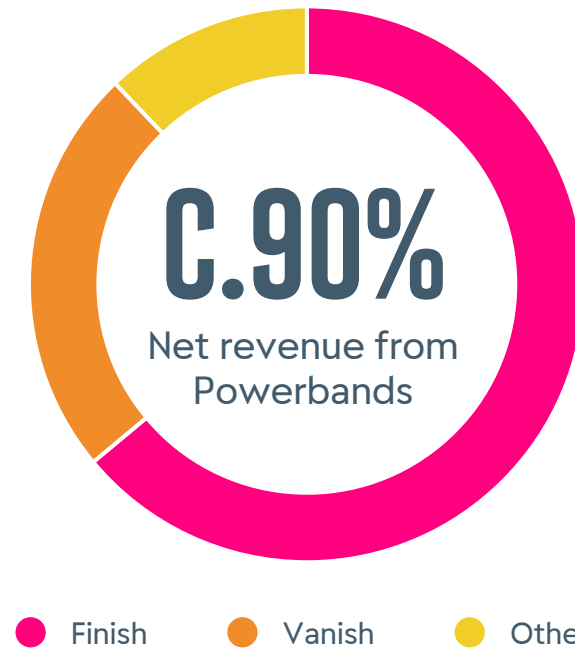
**c.£2bn**Category
size¹**c.5%**'20-'24
CAGR²**20%**Global
penetration⁴

HOUSEHOLD CARE AT A GLANCE

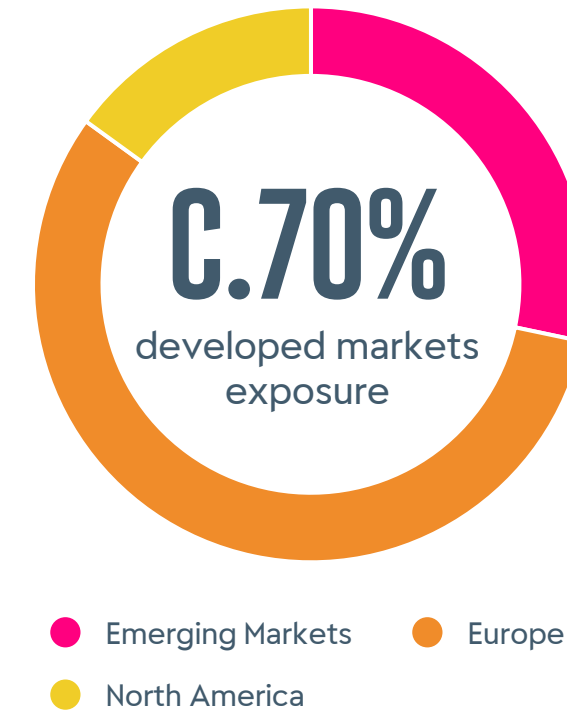
£2.2bn
FY24 net revenue

22%
of Core Reckitt

Brand profile



Area profile



Market leading brands¹



1. Claims based on information aggregated in part from data supplied by Nielsen through its Retail Measurement Services and in part from data inputs from other suppliers, in each case, for the relevant category, geographic focus and based on FY 2024 (based on branded players only).



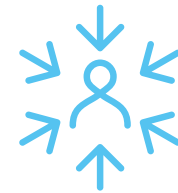
HOUSEHOLD CARE

GONZALO BALCAZAR
SVP HOUSEHOLD CARE

HOW TO WIN STRATEGY



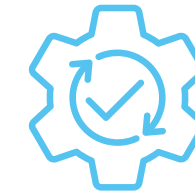
Leverage
iconic brands
to expand
penetration



Consumer obsession
focused in to solving
existing pain points



Superior innovation
that enables
premiumisation,
regimen and
frequency



Execute with
excellence across
key touchpoints



FINISH GROWTH MODEL: MORE HOUSEHOLDS, USING THE RIGHT PRODUCT, MORE OFTEN

MORE HOUSEHOLDS

CURRENT PENETRATION COULD TRIPLE



14%

Household penetration of Dishwashers.
2X more households could afford one now¹



AUSTRALIA > ASIA

"DEVELOPED WORLD" IS NOT SATURATED

GOLDEN RULES leveraging PARTNERS

SIEMENS

GAGGENAU



LG



BOSCH

smeg

Midea

CONSUMER OBSESSED: DEVELOPED MARKETS

TACKLE PROBLEMS THAT REMAIN UNSOLVED



41%

Complain about "leftover residues" at the end of the cycle²



39%

Complain about wet dishes at the end²



60%

pre-rinse dishes before loading the machine³

PRODUCT SUPERIORITY: DEVELOPED MARKETS

RIGHT PORTFOLIO WITH \$/DOSE GROWTH⁴



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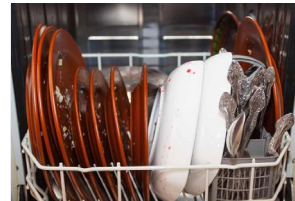
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SIEMENS GAGGENAU EFF LG

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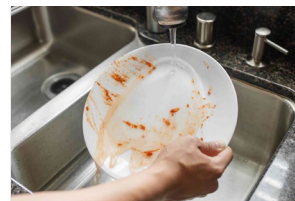
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SIEMENS GAGGENAU EFF LG

BOSCH smeg Midea

CONSUMER OBSESSED: EMERGING MARKETS

UNDERSTAND AND MANAGE KEY BARRIERS

Aware > Consider > Want

DRIVERS

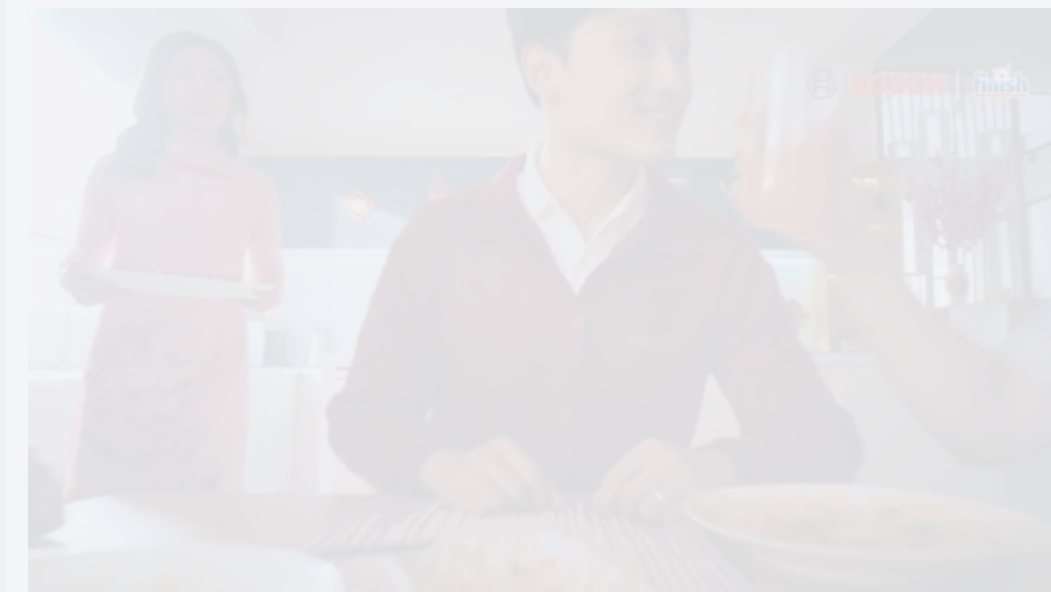
Saving time / convenience
More effective than hand washing
More hygienic

BARRIERS

More expensive than hand wash
Complex/ expensive installation
Worse performance

PRODUCT SUPERIORITY: EMERGING MARKETS

BRING THE SUPERIORITY OF THE SYSTEM TO LIFE



FINISH GROWTH MODEL: MORE HOUSEHOLDS, USING THE RIGHT PRODUCT, MORE OFTEN

MORE HOUSEHOLDS

CURRENT PENETRATION COULD TRIPLE



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GOLDEN RULES leveraging PARTNERS

SIEMENS GAGGENAU  LG

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CONSUMER OBSESSED: EMERGING MARKETS

UNDERSTAND AND MANAGE KEY BARRIERS

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DRIVERS >

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BARRIERS >

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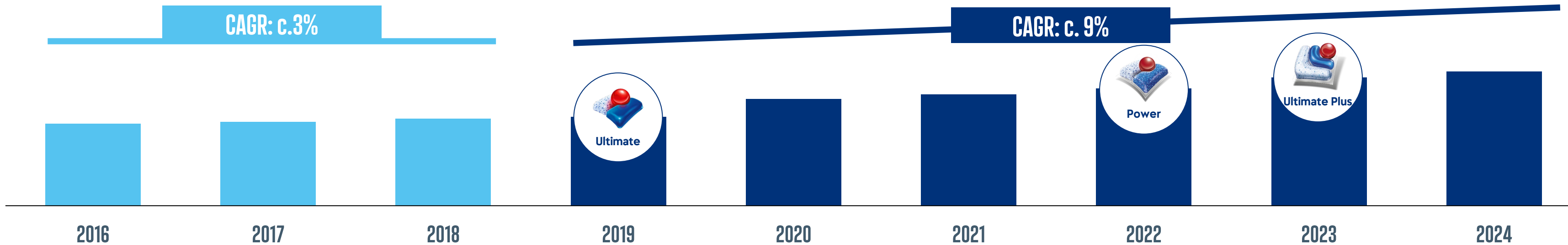


FINISH STRATEGY EXECUTING WITH EXCELLENCE WORKS

WINNING RESULTS

Delivering sustainable growth

Finish net revenue



VANISH GROWTH MODEL – MORE HOUSEHOLDS, USING THE RIGHT PRODUCT, MORE OFTEN

PENETRATION OPPORTUNITY

BRING RELEVANCE TO THE CATEGORY



1/25 loads use Stain Remover:
1/5 Households x 1/5 loads¹



In front of your eyes:
Detergent is not enough

CONSUMER OBSESSED

TACKLE PROBLEMS THAT ARE STILL UNSOLVED OR NEW



40% of consumers do some
pre-treat before they
put on the machine²

NO PRETREAT



JUST A SCOOP!

WHITES



NO CHLORINE

QUICK WASH



CATALYST

PRODUCT SUPERIORITY

OFFER THE RIGHT PRODUCT, THAT CONSUMER
IS WILLING TO PAY FOR

Better solutions



VANISH GROWTH MODEL – MORE HOUSEHOLDS, USING THE RIGHT PRODUCT, MORE OFTEN

PENETRATION OPPORTUNITY

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CONSUMER OBSESSED

TACKLE PROBLEMS THAT ARE STILL UNSOLVED OR NEW



40%

of consumers do some
pre-treat before they
put on the machine²

NO PRETREAT



JUST A SCOOP!

WHITES



NO CHLORINE

QUICK WASH



CATALYST

PRODUCT SUPERIORITY

OFFER THE RIGHT PRODUCT, THAT CONSUMER
IS WILLING TO PAY FOR

Better solutions



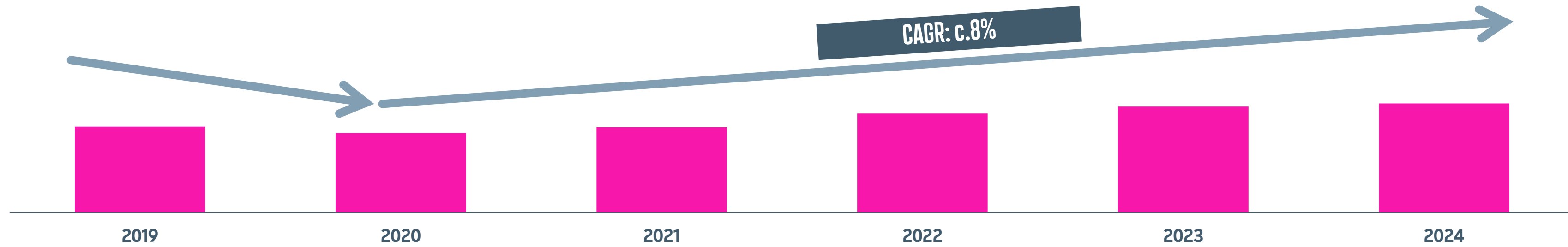
VANISH STRATEGY EXECUTED WITH EXCELLENCE WORKS

WINNING RESULTS

Delivering sustainable growth

Vanish net revenue

CAGR: c.8%



KEY TAKEAWAYS



More homes
PENETRATION



More value per load
**PREMIUMISATION
REGIMEN**



More uses
FREQUENCY





INTIMATE WELLNESS

c.£6bn

Category
size¹

c.5%

'20-'24
CAGR²

THE CATEGORY

Veet

durex®

70%

of global adult
population are
sexually active³

66%

of women
remove
body hair⁴

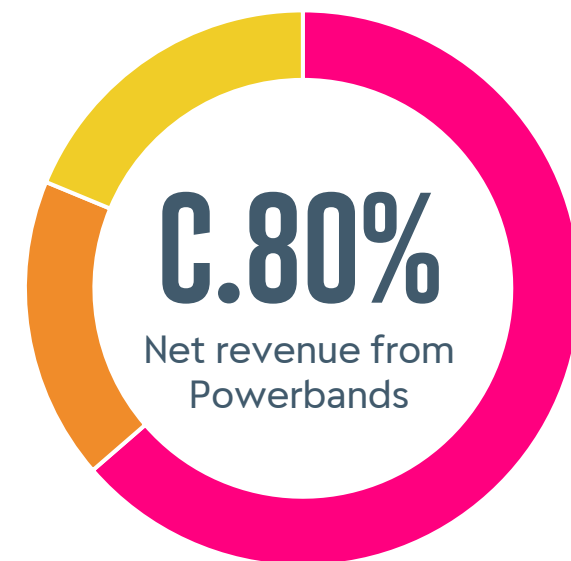
1. Euromonitor and GTC database, 2024 category size 2. Euromonitor and GTC database, category CAGR
3. Toluna Durex Global Sex Survey 2024 4. P12M France Usage & Attitude quantitative survey 2023

INTIMATE WELLNESS AT A GLANCE

£1.4bn
FY24 net revenue

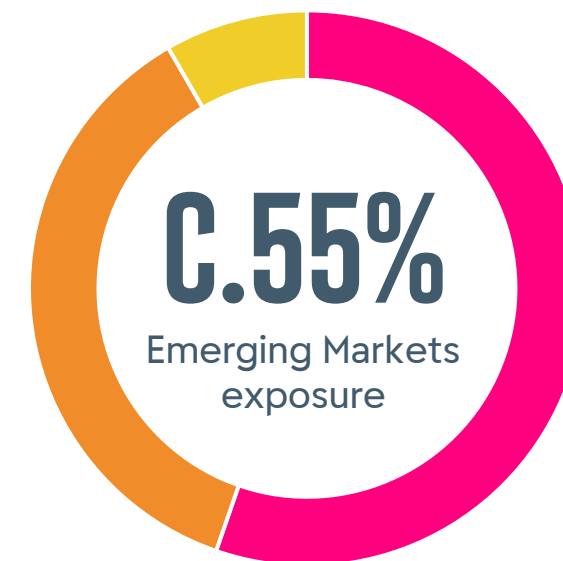
14%
of Core Reckitt

Brand profile



● Durex ● Veet ● Other

Area profile



● Emerging Markets ● Europe
● North America

Market leading brands¹



1. Claims based on information aggregated in part from data supplied by Nielsen through its Retail Measurement Services and in part from data inputs from other suppliers, in each case, for the relevant category, geographic focus and based on FY 2024 (based on branded players only).



INTIMATE WELLNESS

CHARLOTTE SCHLOESING
SVP INTIMATE WELLNESS

INTIMATE WELLNESS UNLOCKS HAPPINESS

65%

of sexually satisfied people
report feeling happier¹

79%

women feel more confident
without unwanted body hair²



1%
Sex
occasions¹

HUGE RUNWAY FOR GROWTH

12%
Depil
occasions²

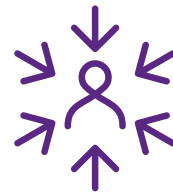
1. 2024 Global Sex Survey data

2. P12M France Usage & Attitude quantitative survey 2023, June agency, India Usage & Attitude quantitative survey 2021

HOW TO WIN STRATEGY



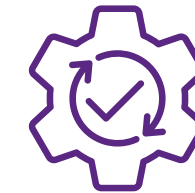
Normalise and
grow the category
with **iconic brands**



Expand into new
places and spaces via
consumer obsession



Enhance
experiences through
superior innovations



Execute with
excellence in an
omnichannel world

NORMALISE AND GROW THE CATEGORY WITH ICONIC BRANDS

CONSUMER OBSESSED

LUBES ARE SEEN AS A ONE-DIMENSIONAL PROBLEM SOLVER

ONLY
1 in 5
USES LUBES¹

24% say they don't need it¹
19% never considered¹

" More like something medical
than something you'd reach
for in the moment. "

" I'm a bit hesitant to introduce
it to our relationship. "

SUPERIOR SOLUTIONS & EXECUTION

TURNING LUBES INTO A CATALYST FOR EXPERIENCE ENHANCEMENT




9/10
say sex feels
better with Lubes²

1. Toluna Durex Global Sex Survey 2024

2. Cross-sectional baseline data from a study, conducted by Jozkowski in 2012.

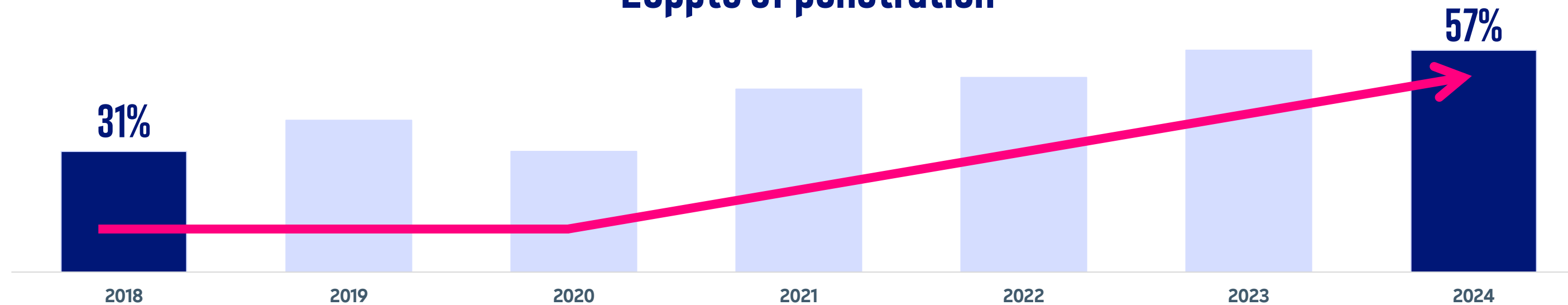
NORMALISE AND GROW THE CATEGORY WITH ICONIC BRANDS

WINNING RESULTS



Personal Lubricants category penetration¹

+26ppts of penetration

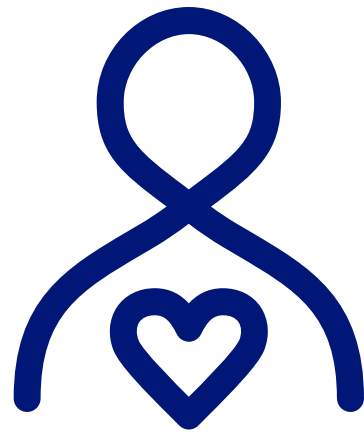


1. Ipsos Sexual Wellbeing Tracker UK December 2024 P3M Total lubes category penetration amongst sexually active population (N=1200)

ENHANCE EXPERIENCES THROUGH SUPERIOR INNOVATIONS

CONSUMER OBSESSED

SEXUAL SATISFACTION IS OUR NORTH STAR



People who use Durex are
25% more satisfied
with their sex life than
those who don't.⁽¹⁾

People who are sexually satisfied have more sex!¹

SUPERIOR SOLUTIONS

BREAKTHROUGH PREMIUM INNOVATION

Polyurethane
condoms



Hyaluronic
acid condoms



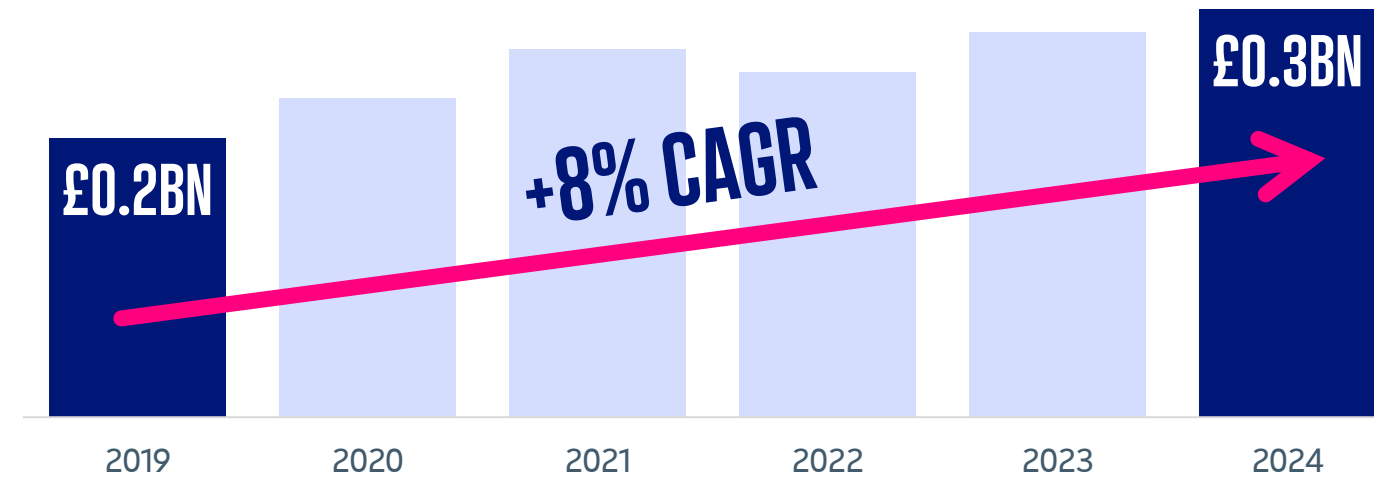
Benzocaine
condoms



ENHANCE EXPERIENCES THROUGH SUPERIOR INNOVATIONS

WINNING RESULTS

Durex China net revenue and market share¹



#1 in Performance condoms

#1 in HA condoms

#1 in PU condoms

#1 in basic condoms



1. Offline Nielsen RMS + online TMALL Shengyicanmou + JD platform, till 2024 Dec, bps share movement 24 vs. 23

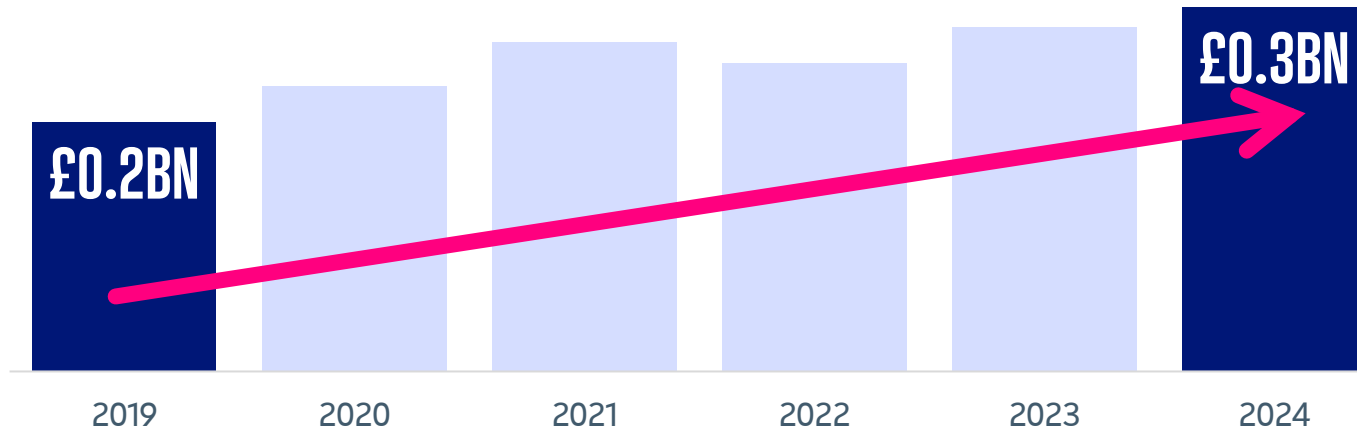


ENHANCE EXPERIENCES THROUGH SUPERIOR INNOVATIONS

WINNING RESULTS



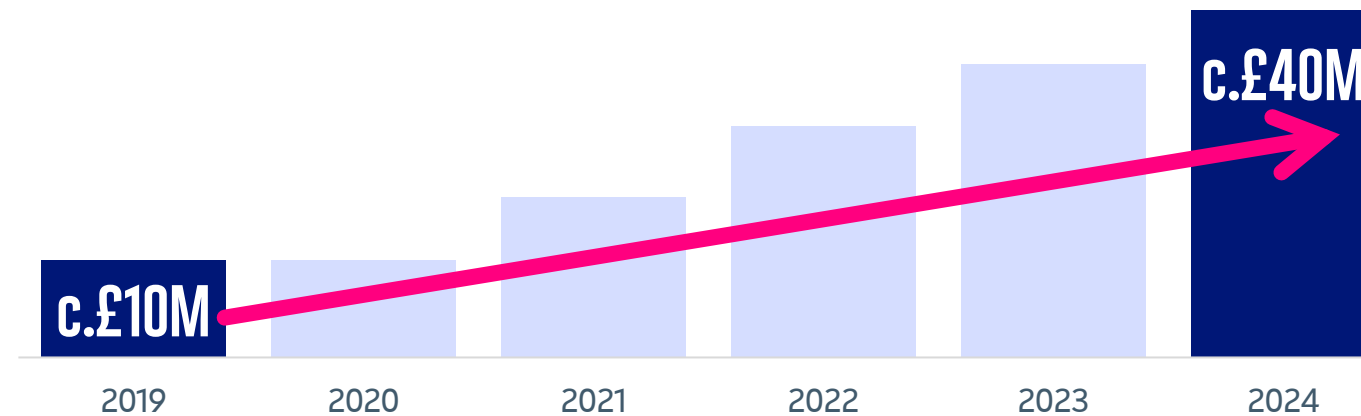
China Durex net revenue



+620bps market share gains vs 2022¹



India Durex net revenue



+780bps market share gains vs 2019²

1. Offline Nielsen RMS + online TMALL Shengyicanmou + JD platform, till 2024 Dec, bps share movement 24 vs. 23 2. Nielsen



ENHANCE EXPERIENCES THROUGH SUPERIOR INNOVATIONS

CONSUMER OBSESSED

Removing barriers to usage



of lapsed condom users claim that they reduce pleasure¹

PRODUCT SUPERIORITY

NEW DUREX INTENSITY

Premium non-latex technology
exclusive to Durex



BODY HEAT
TRANSFER
MATERIAL



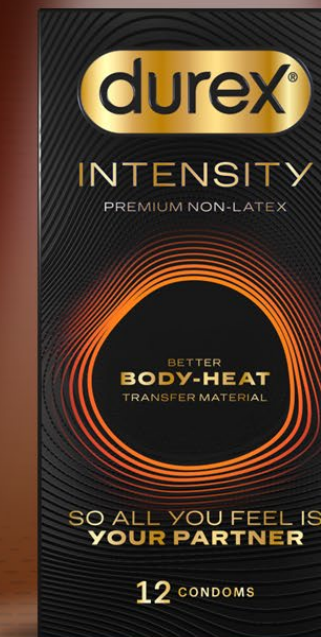
ULTRA
THIN



LATEX
FREE



MOLDS TO
FIT YOUR
SHAPE

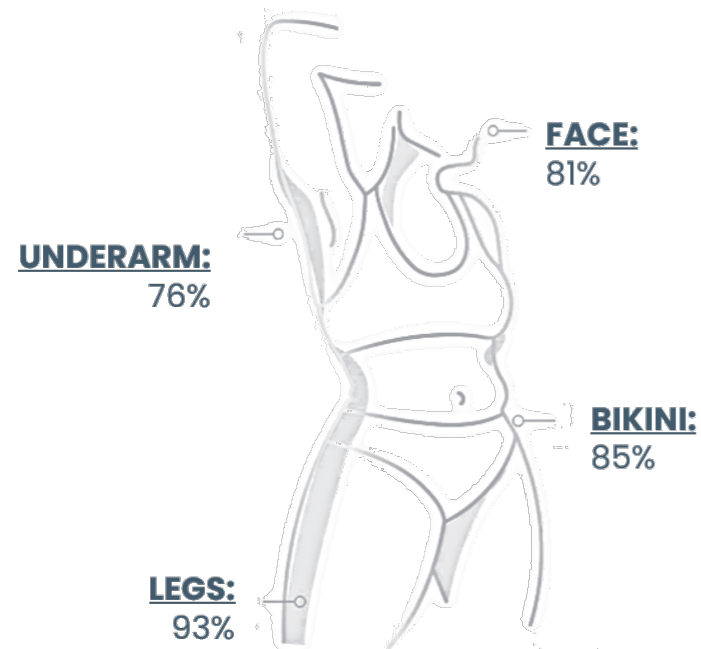


1. Skim condom triggers and barriers study 2020

DRIVE USAGE ACROSS MORE OCCASIONS VIA CONSUMER OBSESSION

CONSUMER OBSESSED

High hair removal incidence



SUPERIOR SOLUTIONS

Superior solutions specifically tailored to body parts



WINNING RESULTS

Body parts growth
3X FASTER
than rest of range¹

40% Contribution
to 5Y growth

1. Nielsen body parts market analysis 2025 for both category and Veet

RECKITT FOCUS ON

INTIMATE WELLNESS



EXPERT

Veet's 1ST HAIR REMOVAL
& SKINCARE KIT
for full bikini area



WORKS EVEN ON
TOUGHER HAIR



48H SKIN
HYDRATION



FOR FULL
PUBIC AREA



STARTS TO WORK
FROM 2 MINS



RECKITT FOCUS ON

INTIMATE WELLNESS



EXPERT

Veet's 1ST HAIR REMOVAL
& SKINCARE KIT
for full bikini area



Intima



BUILDING FUTURE POWERBRANDS WITH OUR WINNING PLAYBOOK

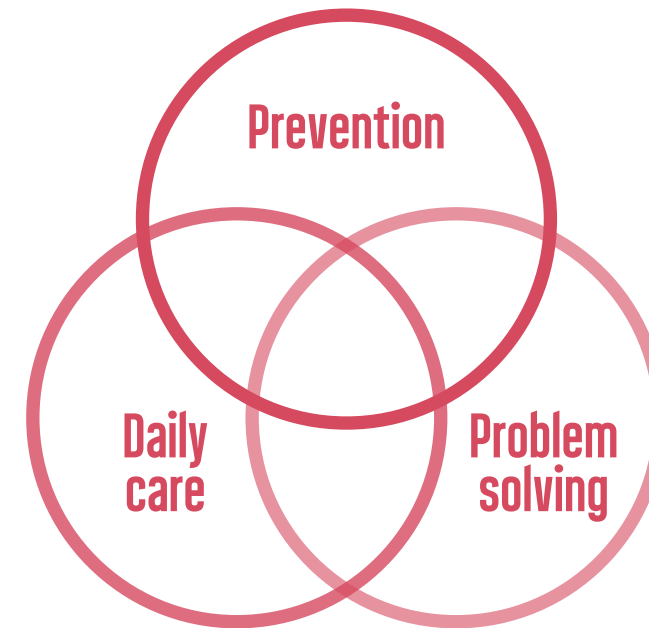


ICONIC BRAND BUILDING

Intima



CONSUMER OBSESSED



SUPERIOR SOLUTIONS



EXECUTION EXCELLENCE



KEY TAKEAWAYS



**Highly profitable
portfolio proven to
deliver results**



**Significant
runway for
future growth**



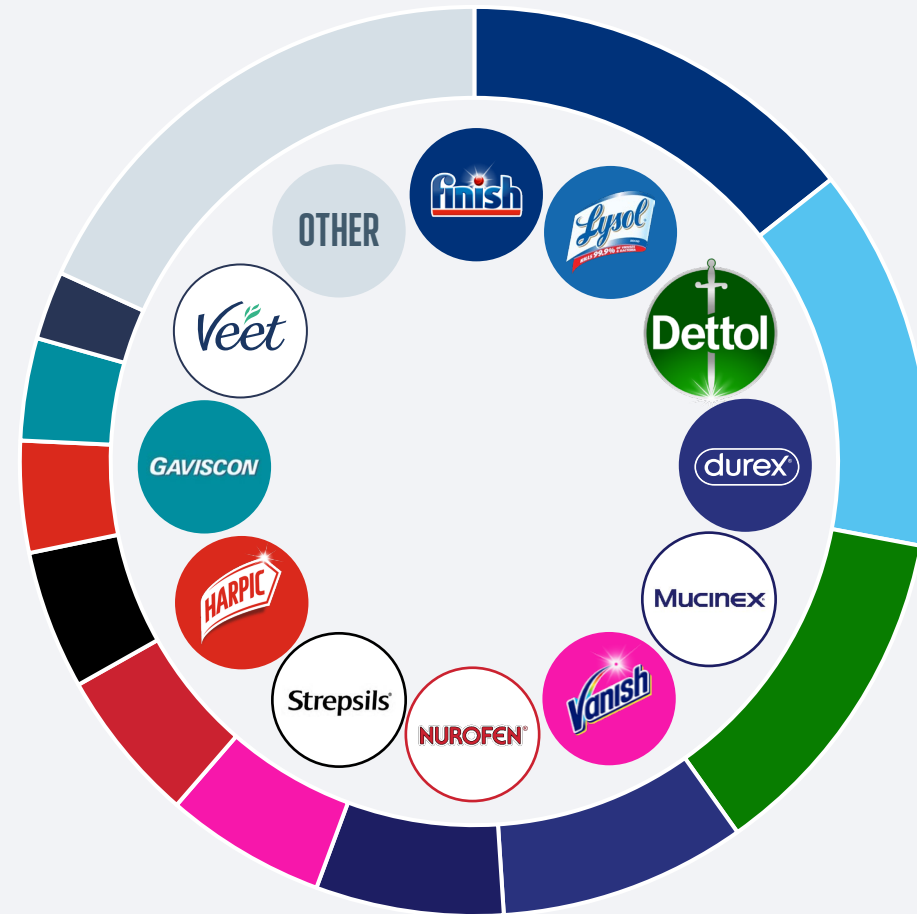
**Leading brands
shaping category
and culture**

 **FOCUS ON**

CLOSING REMARKS

RYAN DULLEA
CHIEF CATEGORY
GROWTH OFFICER

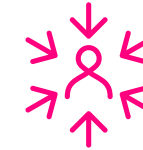
WORLD-CLASS PORTFOLIO



WINNING PLAYBOOK



ICONIC BRAND
BUILDING



CONSUMER
OBSESSION

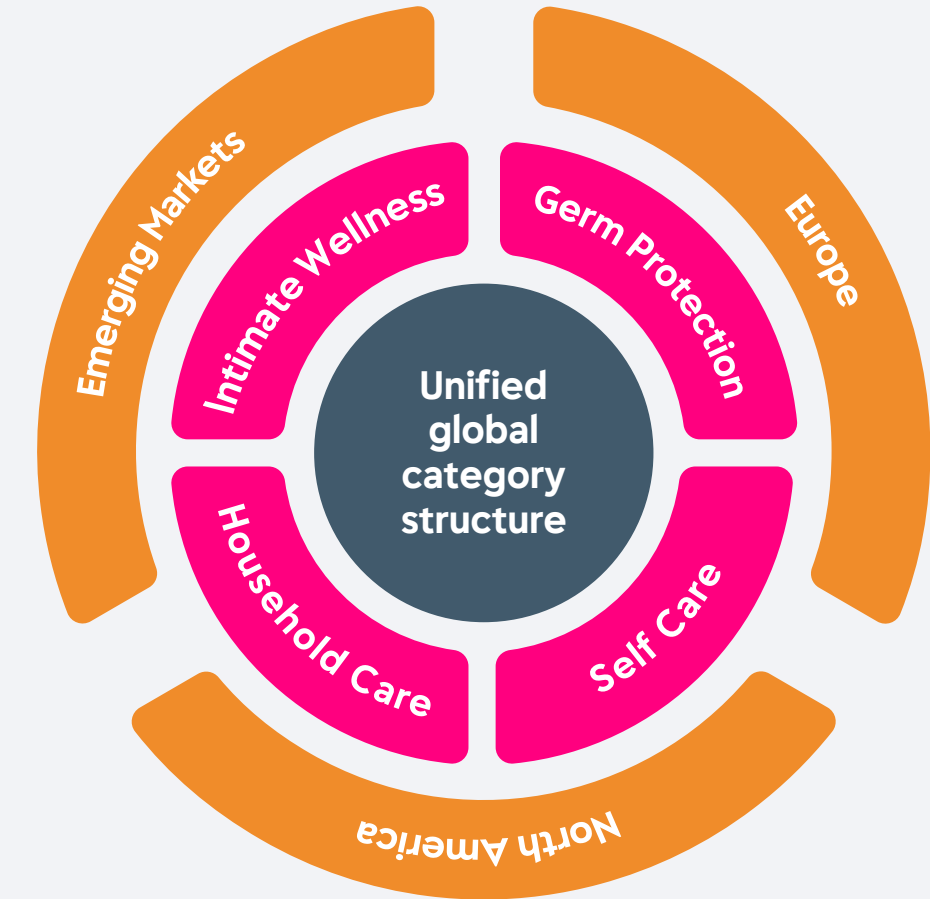


SUPERIOR
INNOVATION

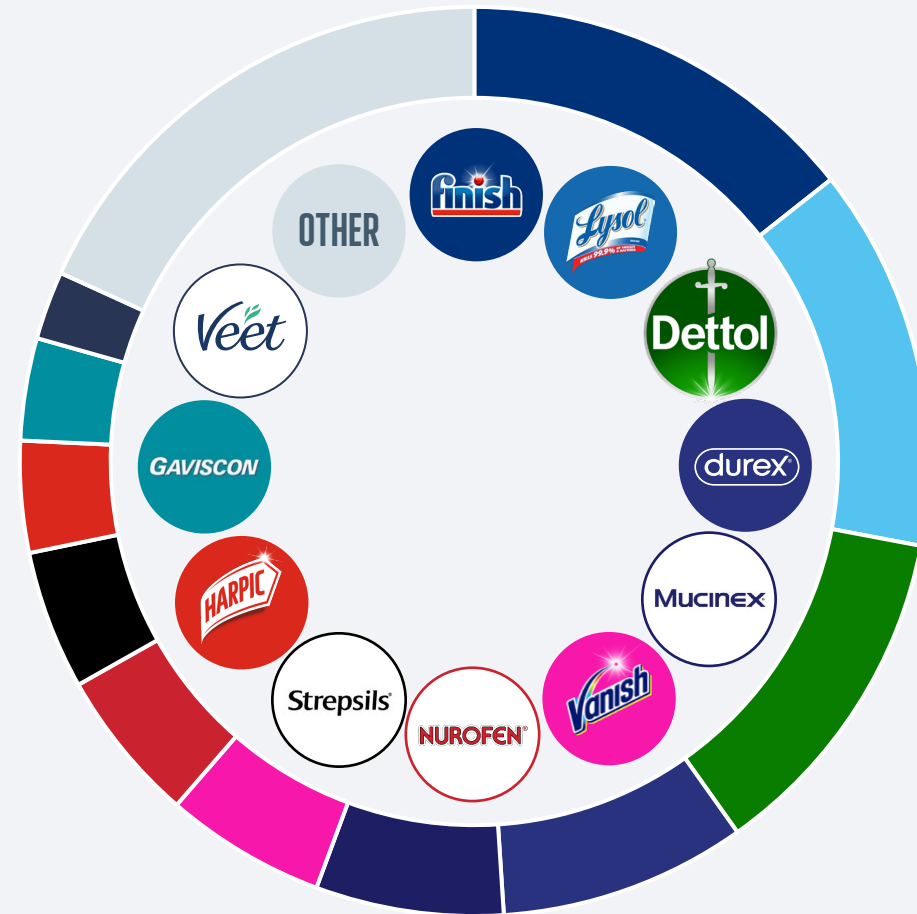


EXECUTION
EXCELLENCE

NEW ORGANISATION



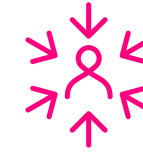
WORLD-CLASS PORTFOLIO



WINNING PLAYBOOK



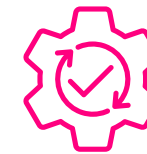
ICONIC BRAND
BUILDING



CONSUMER
OBSESSION



SUPERIOR
INNOVATION



EXECUTION
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NEW ORGANISATION

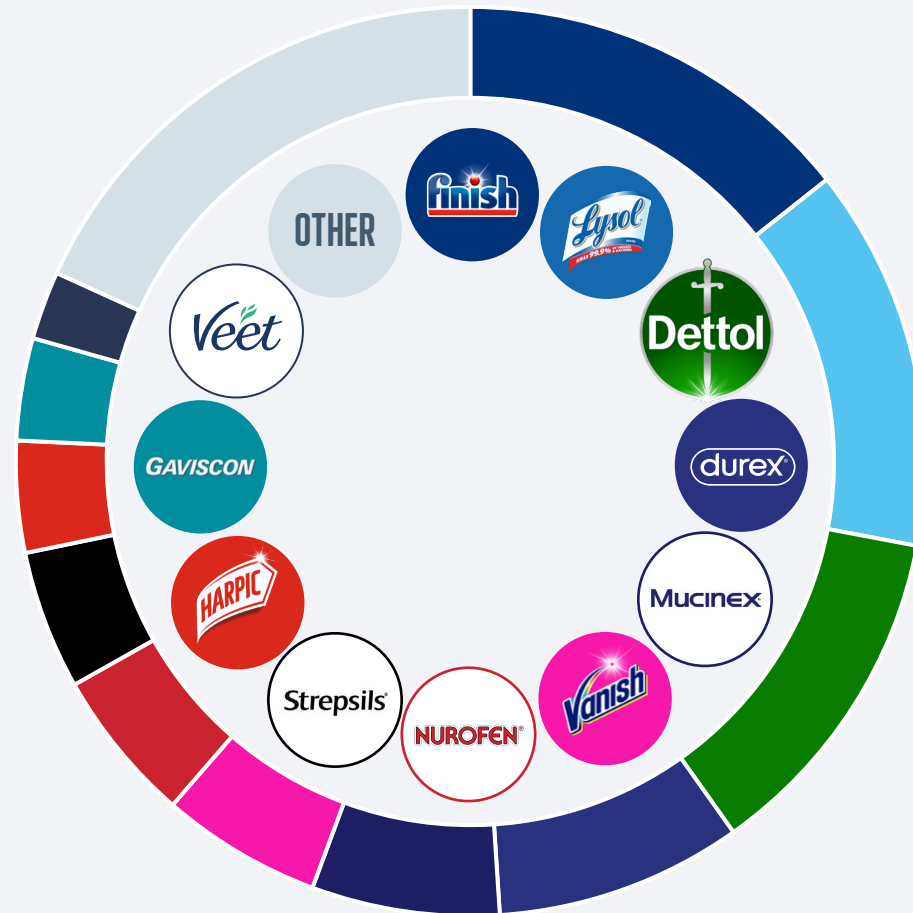


Strategy

Activation

Execution

WORLD-CLASS PORTFOLIO



WINNING PLAYBOOK



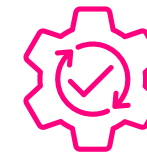
ICONIC BRAND
BUILDING



CONSUMER
OBSESSION



SUPERIOR
INNOVATION



EXECUTION
EXCELLENCE

NEW ORGANISATION



STANDARDISATION



SIMPLIFICATION



DIGITALISATION

Q&A



RECKITT FOCUS ON SERIES

RECKITT FOCUS ON: EMERGING MARKETS

NITISH KAPOOR

President Emerging Markets

Date: 4 December 2025

Location: London

