

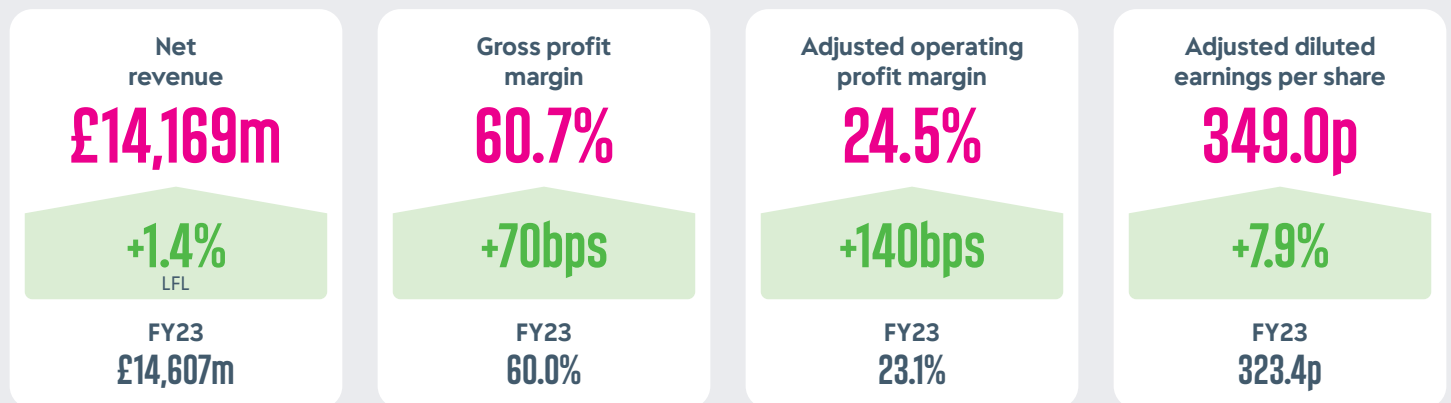
# INVESTMENT PROPOSITION



"We are reshaping Reckitt into a more efficient, world-class consumer health and hygiene company, focused on a portfolio of high-growth, high-margin Powerbrands. Strengthened execution in key markets led to market share improvements in Health and Hygiene with our performance further supported by impactful innovation platforms, increased investment in our brands and R&D and initial savings from our Fuel for Growth programme. This solid progress enabled us to deliver our ambition for full year like-for-like net revenue, adjusted operating profit, and EPS growth, as well as strong cash returns to shareholders."

Kris Licht, Chief Executive Officer

## FY24 HIGHLIGHTS Group financial summary full year ended 31 December 2024



Refer to adjusted measures presented within the FY 2024 Results announcement

## DELIVERING STRATEGY TO CREATE A WORLD CLASS CONSUMER HEALTH AND HYGIENE COMPANY

### A simpler, more effective Reckitt

- New operating model with three reporting segments from January 1st 2025:
  - Core Reckitt (71% of group net revenue): 11 Powerbrands, 4 categories, 3 areas (39% Emerging Markets)
  - On track to exit Essential Home (14% of group net revenue) by end-2025
  - Evaluating opportunities for Mead Johnson Nutrition (15% of group net revenue)

### Powerbrands driving Core Reckitt 3 year 2021-24 LFL CAGR of +5%

- Emerging Market and Europe LFL CAGR above 5%; North America CAGR broadly flat, following a period of rapid growth through Covid
- Core Reckitt gross margin and operating margin above Group

### Increased investment to enhance local supply and strengthen R&D capabilities

- New state-of-the-art manufacturing facility in North Carolina to produce Mucinex tablets and liquids from 2027
- New Global Science and Innovation facility in Shanghai to support innovation-led growth in China

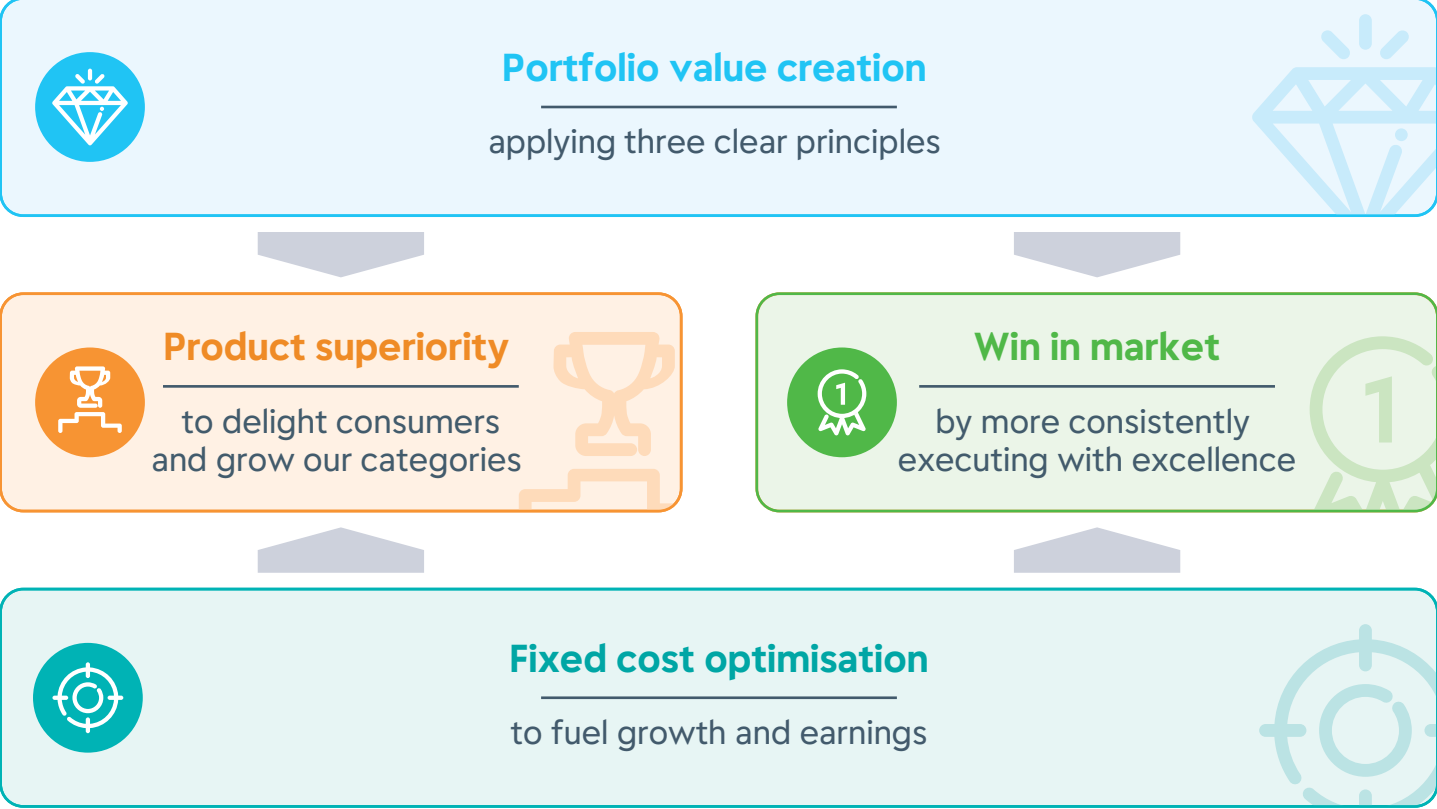
### Stronger focus on innovation and market execution delivering enhanced sustainable growth

- Lysol high-single digit growth; innovation with Laundry and Air Sanitiser driving category growth
- Mucinex InstaSoothe volume growth in \$1bn US sore throat category; launched Mighty Chews for children
- Durex condoms and Intima female intimate wellness brand supporting double-digit growth in China, with a first-to-world innovation of Nitrile male condoms to be launched in Europe in Q1
- Finish Ultimate Plus All in 1 dishwasher tablets driving premiumisation; thermoform tablets now account for 75% of total tablet net revenue

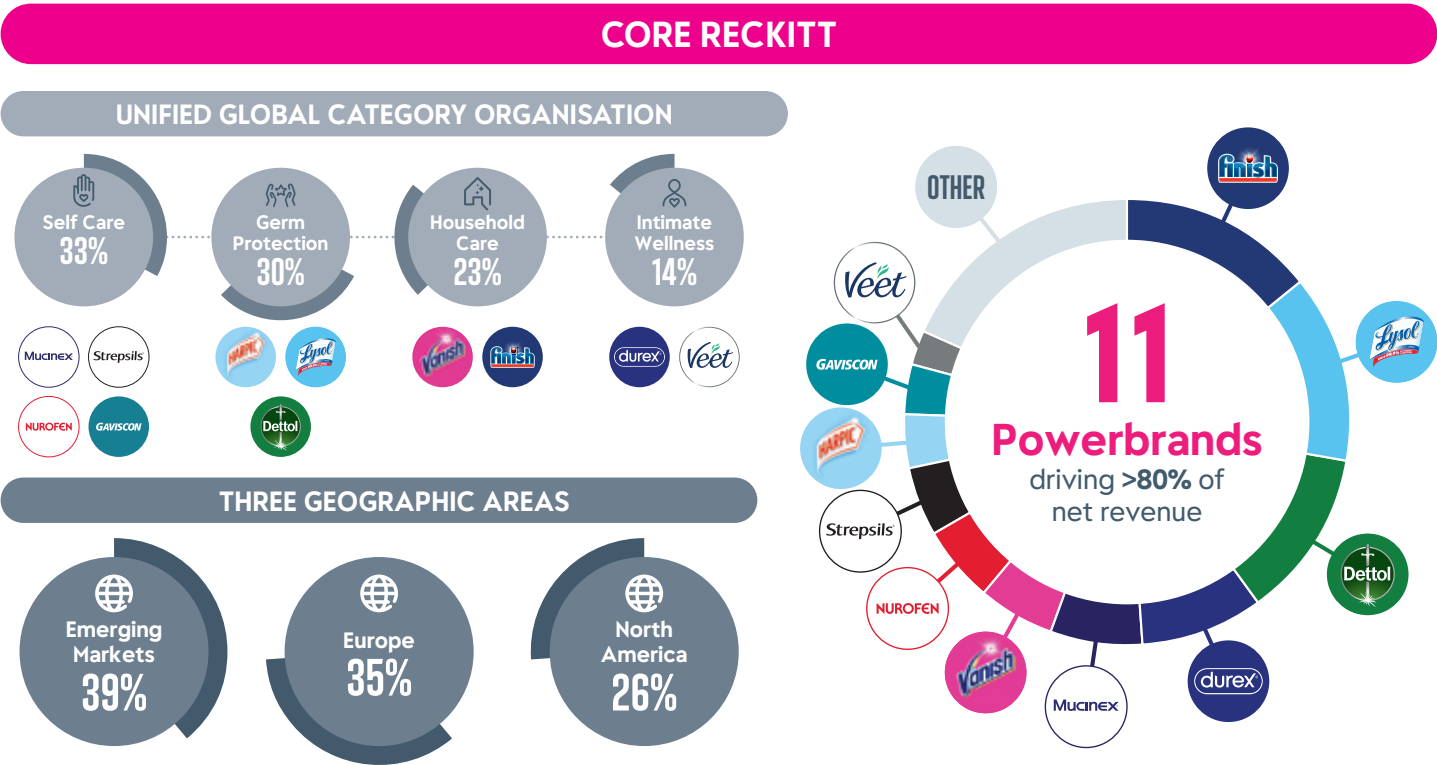


# A SIMPLER, MORE EFFECTIVE RECKITT

## OUR STRATEGIC PRIORITIES ARE DRIVING GROWTH



## MOVING TO A MORE FOCUSED BUSINESS DRIVEN BY OUR POWERBRANDS



Percentages indicate net revenue contribution to Core Reckitt in FY 2024.



# WE CREATE AND GROW POWERBRANDS



## FINISH – DRIVING PREMIUMISATION IN AUTODISH

### Finish Ultimate Plus All in 1



**75%**  
of Finish tabs net  
revenue from  
thermoformed tablets



**1.5x**  
More value per wash  
vs base detergents<sup>1</sup>



**+15%**  
Volume growth<sup>2</sup>

**> £400m**

Additional net revenue  
contribution from thermoforming  
tablets 2024 vs 2019



<sup>1</sup>Nielsen average price per dose <sup>2</sup>Across Finish thermoforming tablets vs FY 2023

## SHARED INNOVATION PLATFORMS ACCELERATING GERM PROTECTION GROWTH

### Lysol / Dettol laundry sanitizer



**c.£300m**  
NR FY2024<sup>1</sup>



**> 10%**  
NR CAGR<sup>2</sup>



**> 10%**  
Category  
household  
penetration<sup>3</sup>

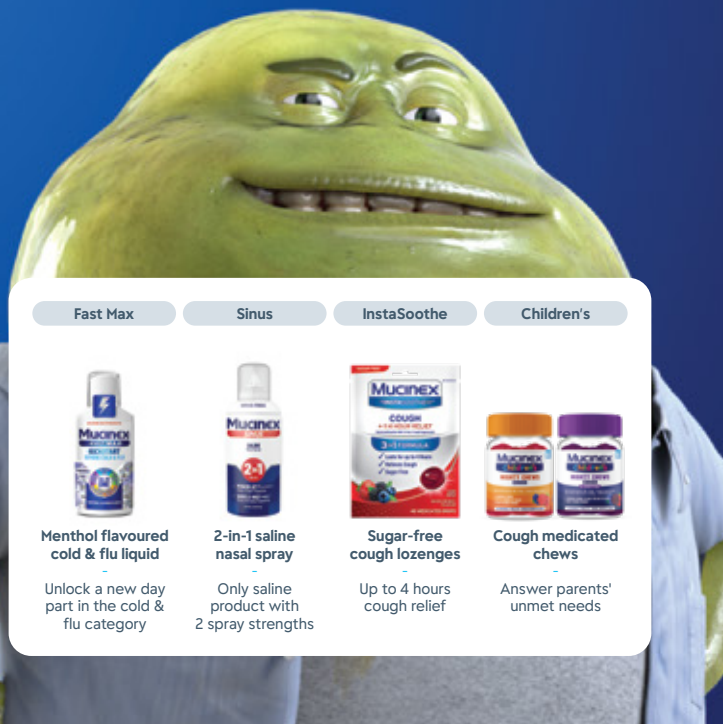


Leveraging trusted  
disinfection equity  
to rapidly expand  
globally



<sup>1</sup>Lysol & Dettol FY 2024 combined <sup>2</sup>CAGR 2021-2024 <sup>3</sup>HHP Category Laundry Sanitizer in US 11%, China 10%

## MUCINEX – LEVERAGING POWERFUL EQUITY TO LAUNCH SUPERIOR INNOVATIONS



Fast Max



Menthol flavoured  
cold & flu liquid

Unlock a new day  
part in the cold &  
flu category

Sinus



2-in-1 saline  
nasal spray

Only saline  
product with  
2 spray strengths

InstaSoothe



Sugar-free  
cough lozenges

Up to 4 hours  
cough relief

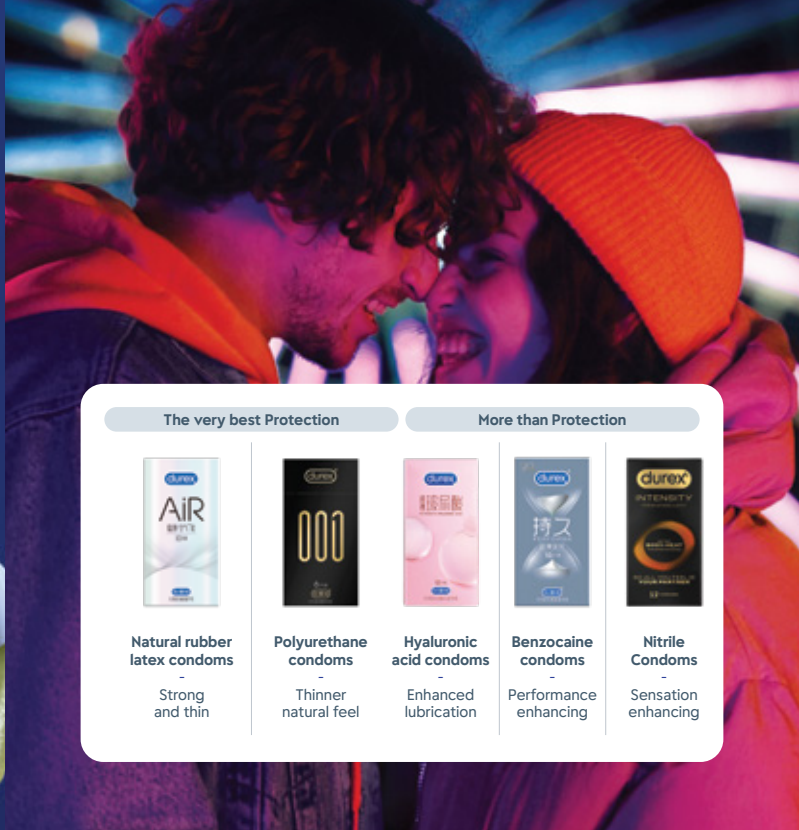
Children's



Cough medicated  
chews

Answer parents'  
unmet needs

## DUREX - A CATEGORY DEFINING BRAND



The very best Protection



Natural rubber  
latex condoms

Strong  
and thin



Polyurethane  
condoms

Thinner  
natural feel



Hyaluronic  
acid condoms

Enhanced  
lubrication



Benzocaine  
condoms

Performance  
enhancing



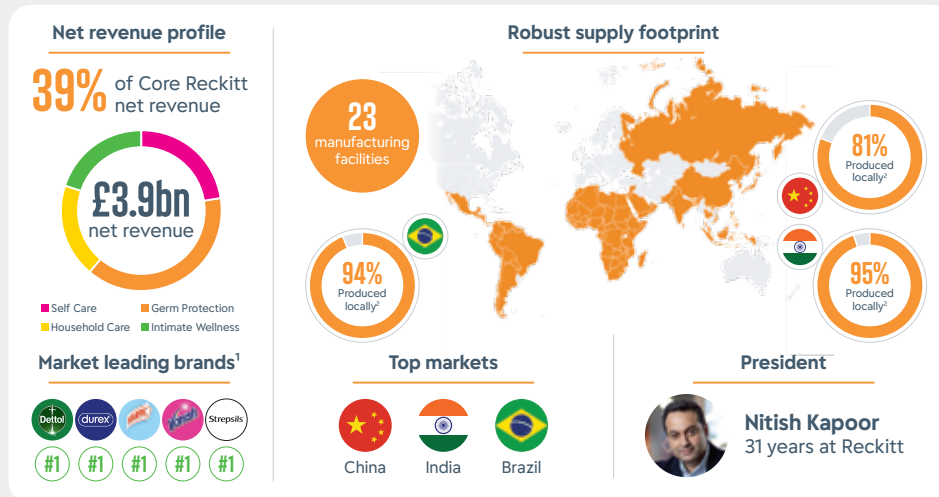
Nitrile  
Condoms

Sensation  
enhancing

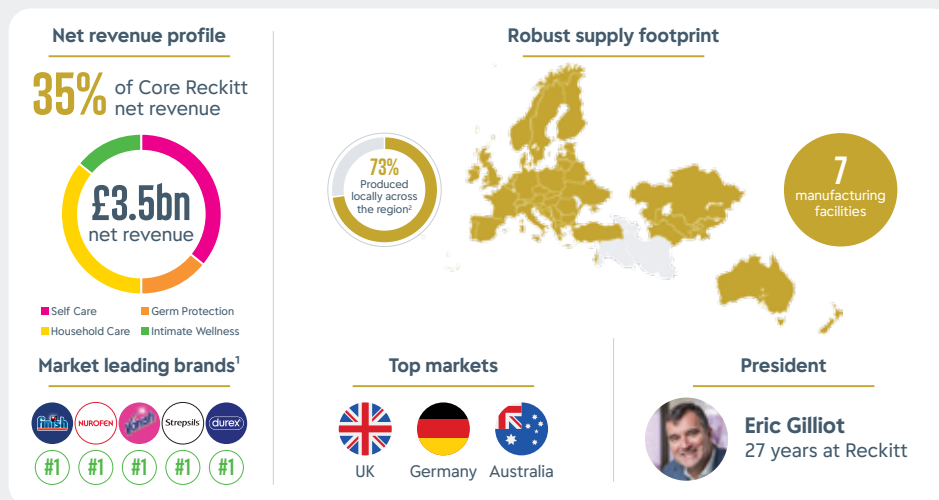


# WE EXECUTE WITH EXCELLENCE

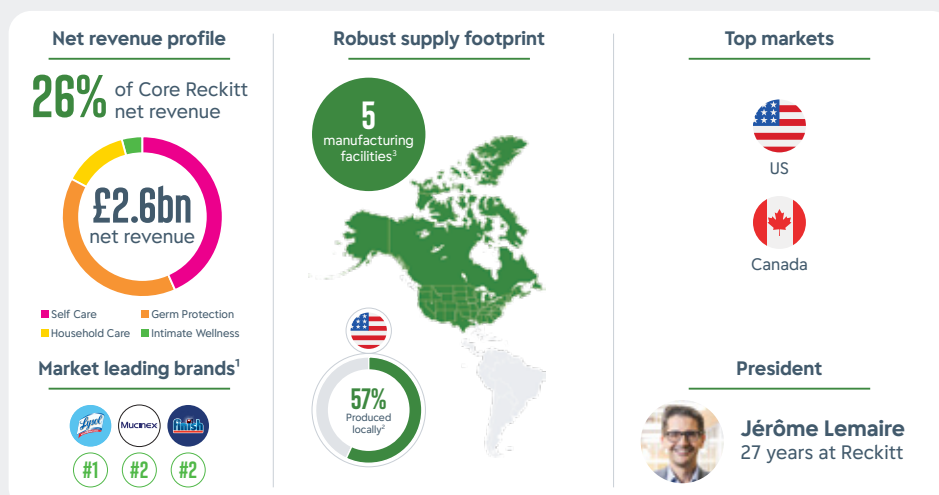
## EMERGING MARKETS – DRIVING GROWTH



## EUROPE – A DISTINCT COMPETITIVE EDGE



## NORTH AMERICA – BUILDING ICONIC POWERBRANDS

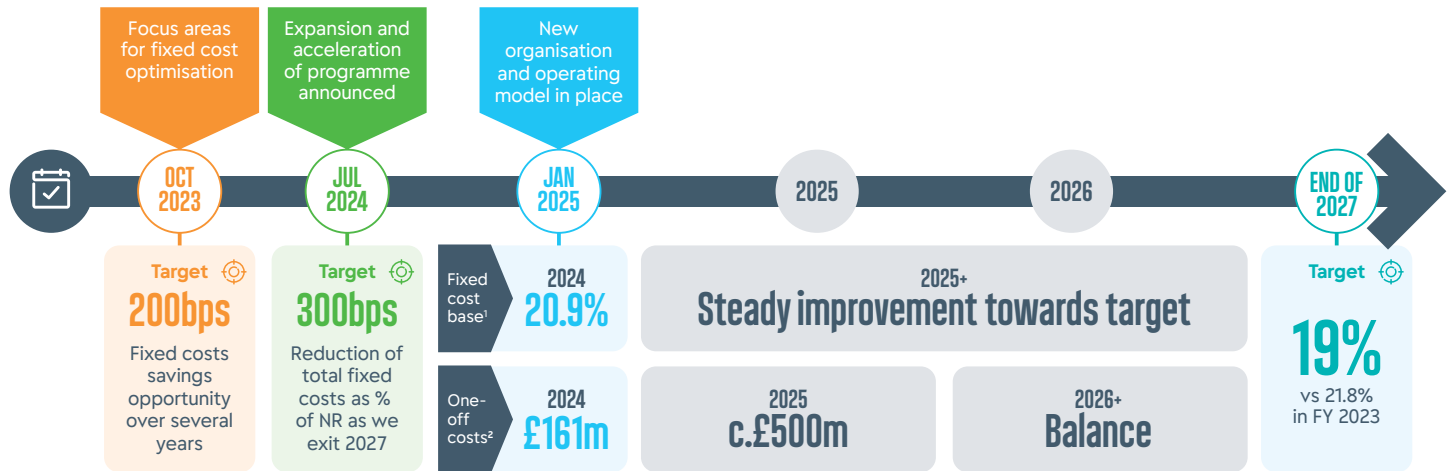




# TO FUEL GROWTH AND EARNINGS



## FUEL FOR GROWTH ENHANCED COST OPTIMISATION PROGRAMME



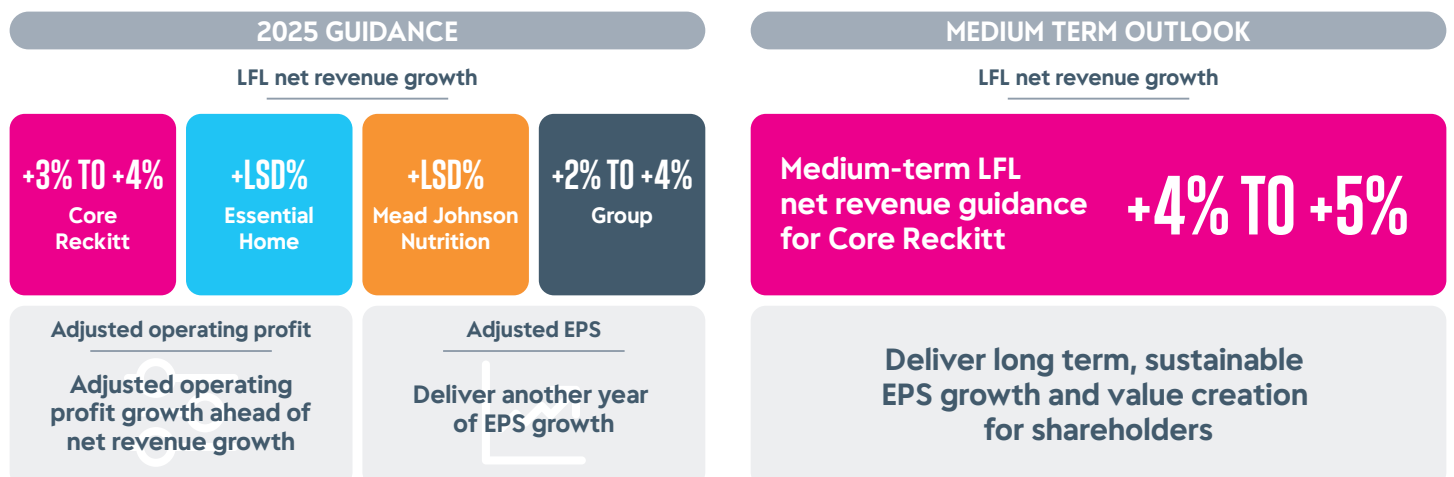
<sup>1</sup> 90bps reduction in fixed costs as a percentage of net revenue (2024: 20.9% vs 2023: 21.8%), of which Fuel for Growth has delivered a net 60bps reduction.

<sup>2</sup> One-off cash costs relate to restructuring and transformation and are excluded from the fixed costs base.

## FUEL FOR GROWTH DELIVERING EARLY BENEFITS



## 2025 GUIDANCE AND MEDIUM-TERM OUTLOOK





# RECKITT FOCUS ON INVESTOR SERIES



**A Reckitt deep dive series that provides insights into our business, strategy, and key growth drivers.**

**RYAN DULLEA**

Chief Category Growth Officer

Date: 29 May 2025

Location: London

We will launch the series with *Reckitt Focus on: Unified Category Organisation* featuring Ryan Dullea, Chief Category Growth Officer, in London, where we will explore how our category organisation is driving growth and operational excellence.



## DISCLAIMER

### Cautionary note concerning forward-looking statements

This announcement contains statements with respect to the financial condition, results of operations and business of Reckitt Benckiser Group plc and the Reckitt group of companies (the "Group") and certain of the plans and objectives of the Group that are forward-looking statements. Words such as "intends", "targets", or the negative of these terms and other similar expressions of future performance or results, and their negatives, are intended to identify such forward-looking statements. In particular, all statements that express forecasts, expectations and projections with respect to future matters, including targets for net revenue, operating margin and cost efficiency, are forward-looking statements. Such statements are not historical facts, nor are they guarantees of future performance.

By their nature, forward-looking statements involve risk and uncertainty because they relate to events and depend on circumstances that will occur in the future. There are a number of factors that could cause actual results and developments to differ materially from those expressed or implied by these forward-looking statements, including many factors outside the Group's control. Among other risks and uncertainties, the material or principal factors which could cause actual results to differ materially are: the general economic, business, political, geopolitical and social conditions in the key markets in which the Group operates; the Group's ability to innovate and remain competitive; the Group's investment choices in its portfolio management; the ability of the Group to address existing and emerging environmental and social risks and opportunities; the ability of the Group to manage regulatory, tax and legal matters, including changes thereto; the reliability of the Group's technological infrastructure or that of third parties on which the Group relies including the risk of cyber-attack; interruptions in the Group's supply chain and disruptions to its production facilities; economic volatility including increases in tariffs and the cost of labour, raw materials and commodities; the execution of acquisitions, divestitures and business transformation projects; product safety and quality, and the reputation of the Group's global brands; and the recruitment and retention of key management.

These forward-looking statements speak only as of the date of this announcement. Except as required by any applicable law or regulation, the Group expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any change in the Group's expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.

## FURTHER INFORMATION

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