



reckitt



A SIMPLER, SHARPER RECKITT

CAGNY
19th February 2026

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KRIS LIGHT
KRIS LIGHT
KRIS LIGHT
KRIS LIGHT
KRIS LIGHT

CHIEF EXECUTIVE OFFICER

WHAT YOU WILL HEAR FROM US TODAY

**A SIMPLER,
SHARPER
RECKITT:
DELIVERING ON
OUR STRATEGY**

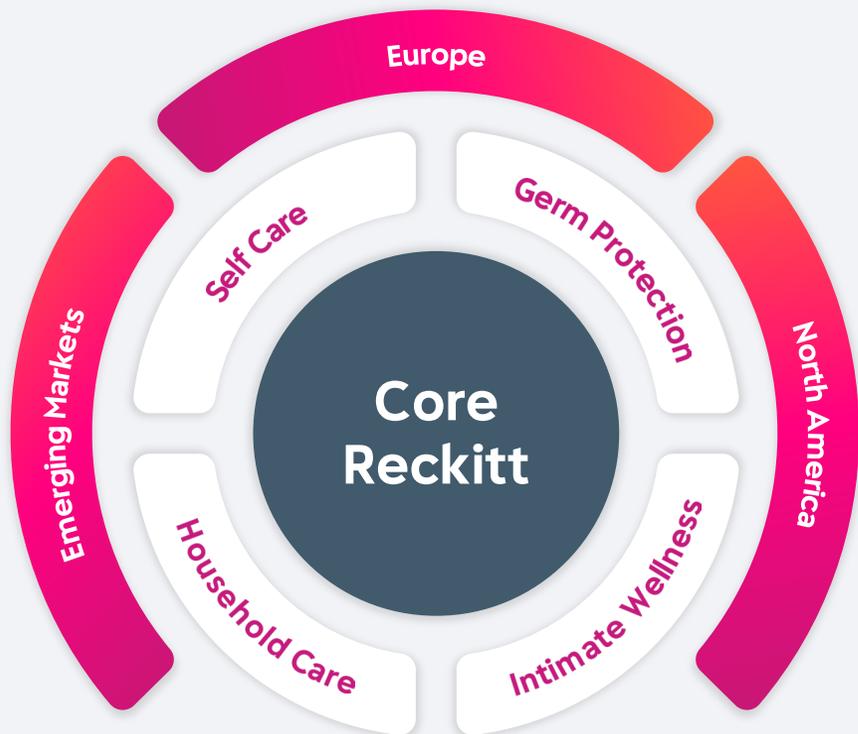
**GROWTH
RUNWAYS FOR
OUR CATEGORIES
& POWERBRANDS**

**HOW WE
WIN IN MARKET**

**OUR CONFIDENCE
IN DELIVERING
SUSTAINABLE
MOMENTUM**

RECKITT TODAY

DELIVERING OUR STRATEGIC PLAN



OVER THE LAST 18 MONTHS WE HAVE
RESTRUCTURED
FOCUSED
EXECUTED



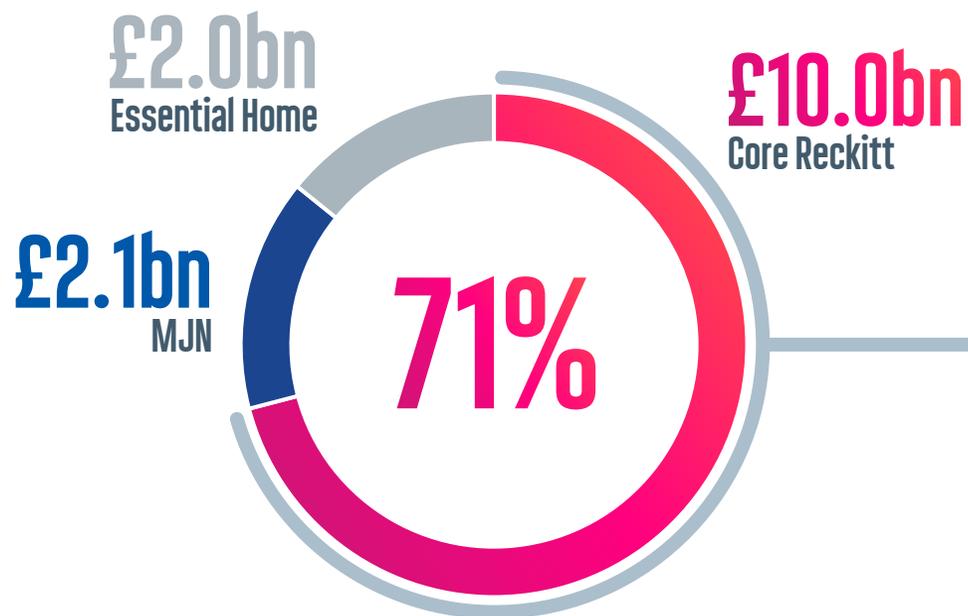
Divested in 2025



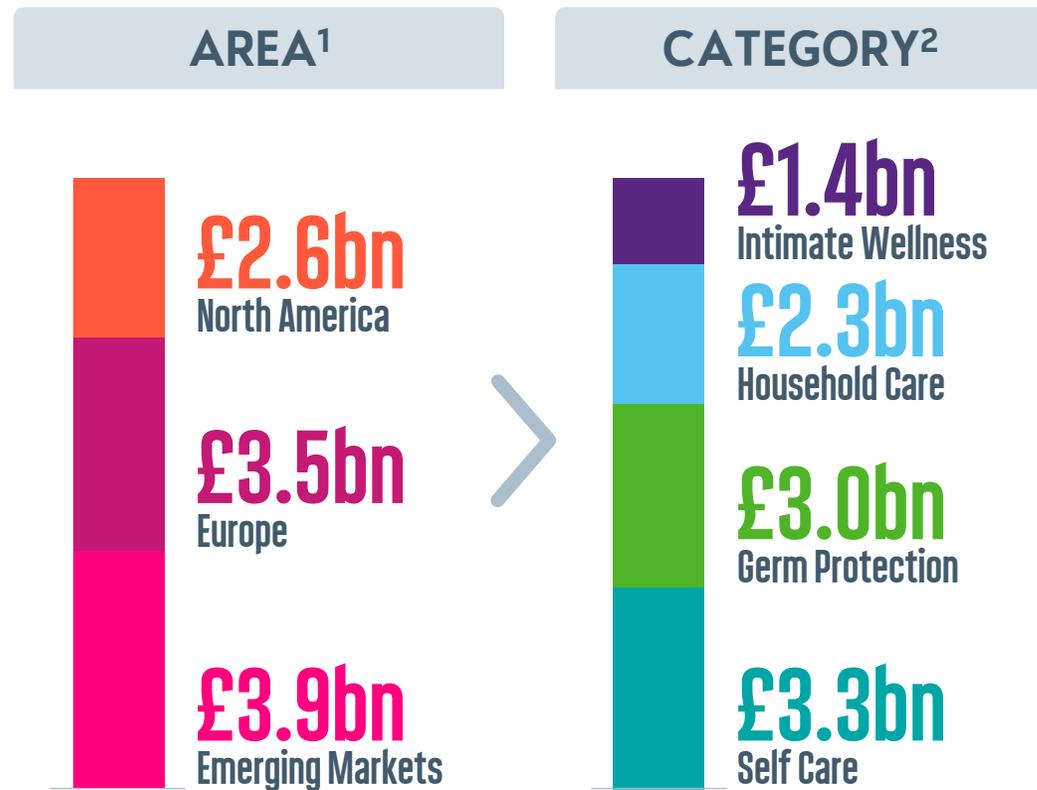
Non Core.
All options being considered

SIMPLIFY TO WIN

FY24 NET REVENUE SPLIT¹



CORE RECKITT



1. Annual net revenue by segment as disclosed in the FY24 results announcement. 2. Annual net revenue by category as disclosed in the FY24 results announcement.

A WORLD CLASS PORTFOLIO OF BRANDS



**STRONG
IN-MARKET
EQUITIES¹**

**LONG
RUNWAYS
FOR GROWTH**

**ATTRACTIVE
EARNINGS
MODELS**

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).

OUR AMBITION

NET REVENUE GROWTH

Core Reckitt

+4% TO +5%

Emerging Markets LFL NR
growth at high-single digit %

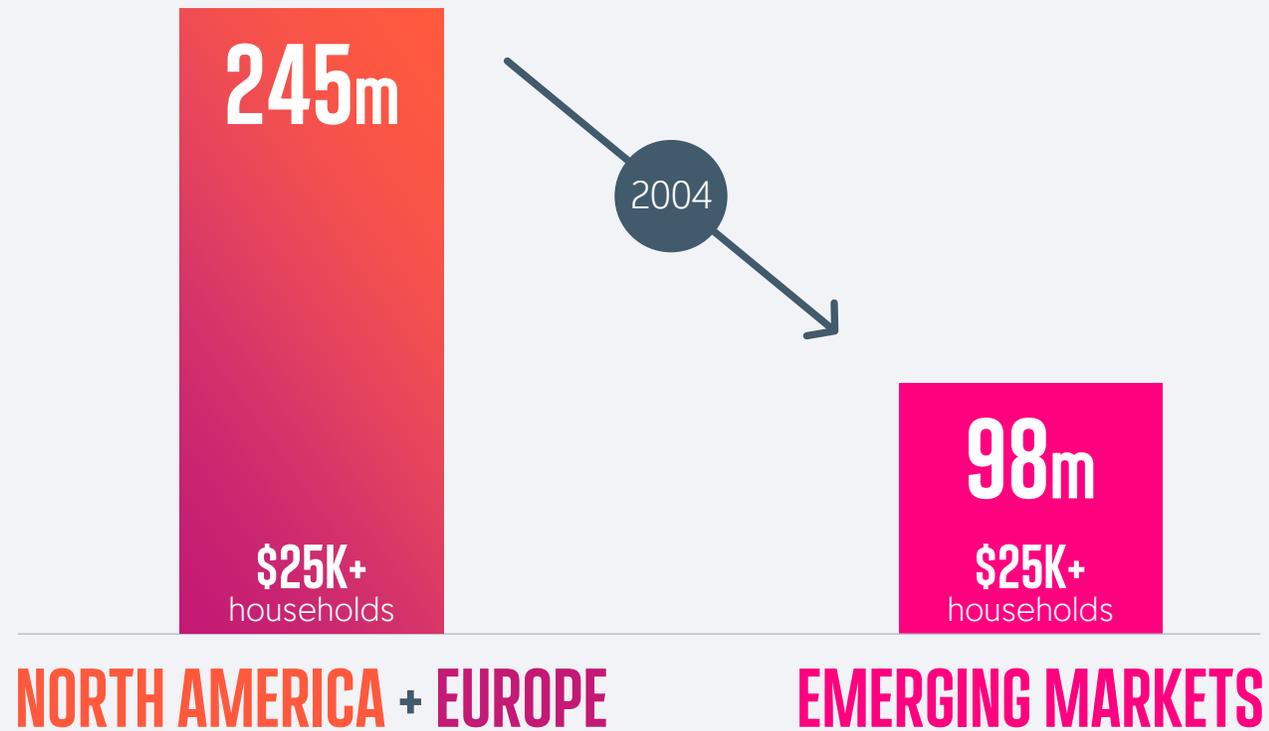
EARNINGS



**Deliver long-term
sustainable EPS growth
and value creation
for shareholders**

OPPORTUNITIES

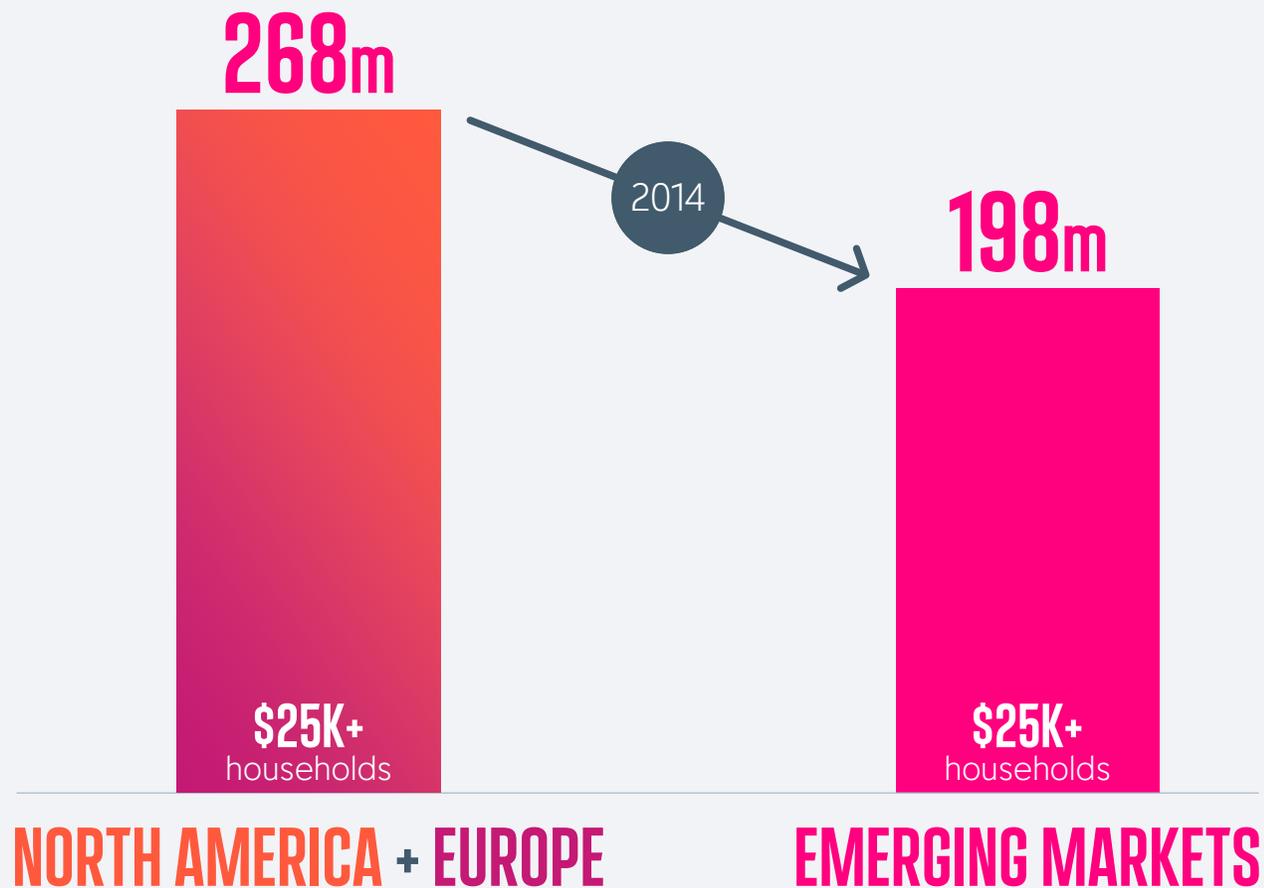
MORE \$25K+ HOUSEHOLDS NOW IN EMERGING MARKETS¹



1. Euromonitor, disposable income (constant). Europe is EU only. Emerging Markets data based on 40 Reckitt operated countries.

OPPORTUNITIES

MORE \$25K+ HOUSEHOLDS NOW IN EMERGING MARKETS¹



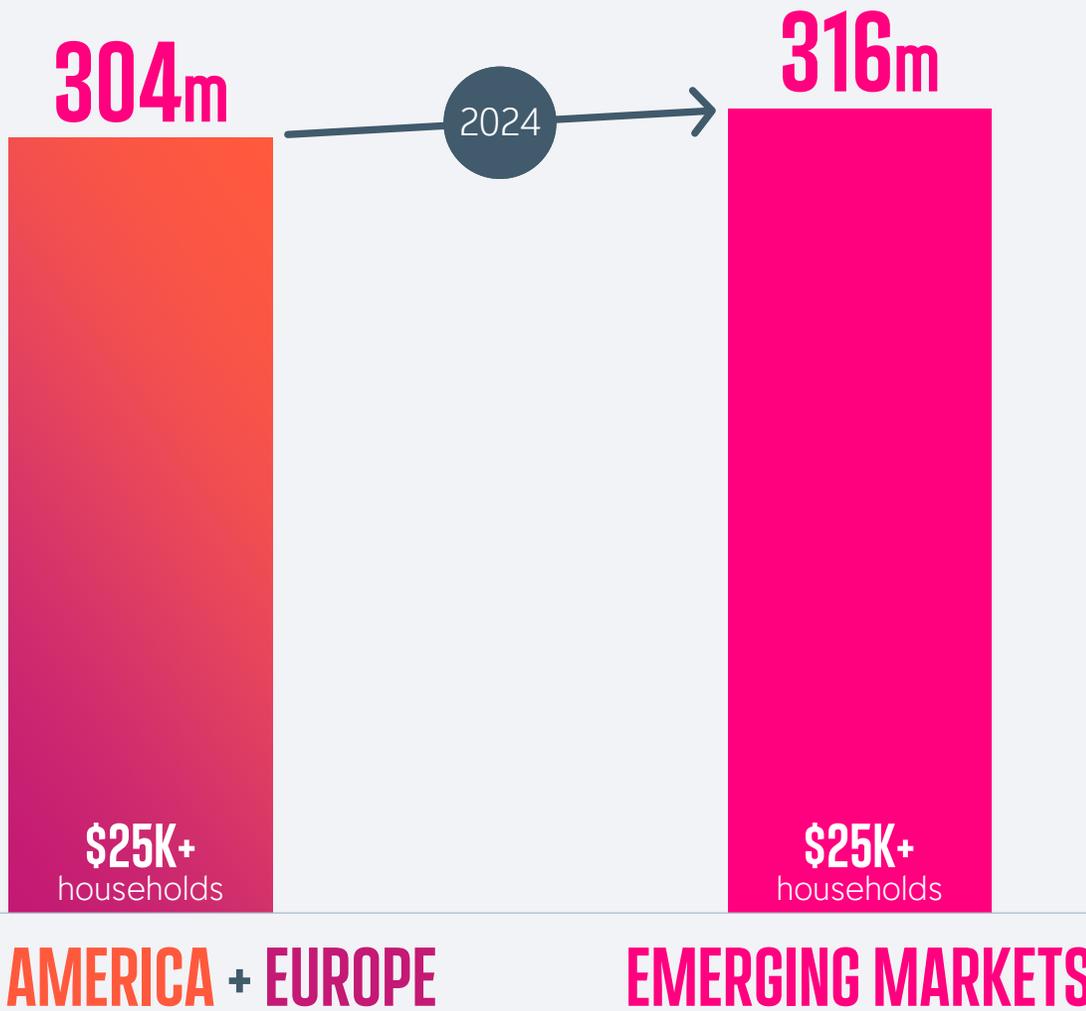
1. Euromonitor, disposable income (constant). Europe is EU only. Emerging Markets data based on 40 Reckitt operated countries.

OPPORTUNITIES

MORE \$25K+ HOUSEHOLDS NOW IN EMERGING MARKETS¹

PREMIUMISATION

CATEGORY EXPANSION



PENETRATION

CATEGORY CREATION

1. Euromonitor, disposable income (constant). Europe is EU only. Emerging Markets data based on 40 Reckitt operated countries.

LONG RUNWAYS FOR GROWTH



SELF CARE

66%

people paying more attention to their health¹



GERM PROTECTION

58%

growth in disease causing germs²



Long-term runways for growth



HOUSEHOLD CARE

14%

global household penetration of dishwashers³



INTIMATE WELLNESS

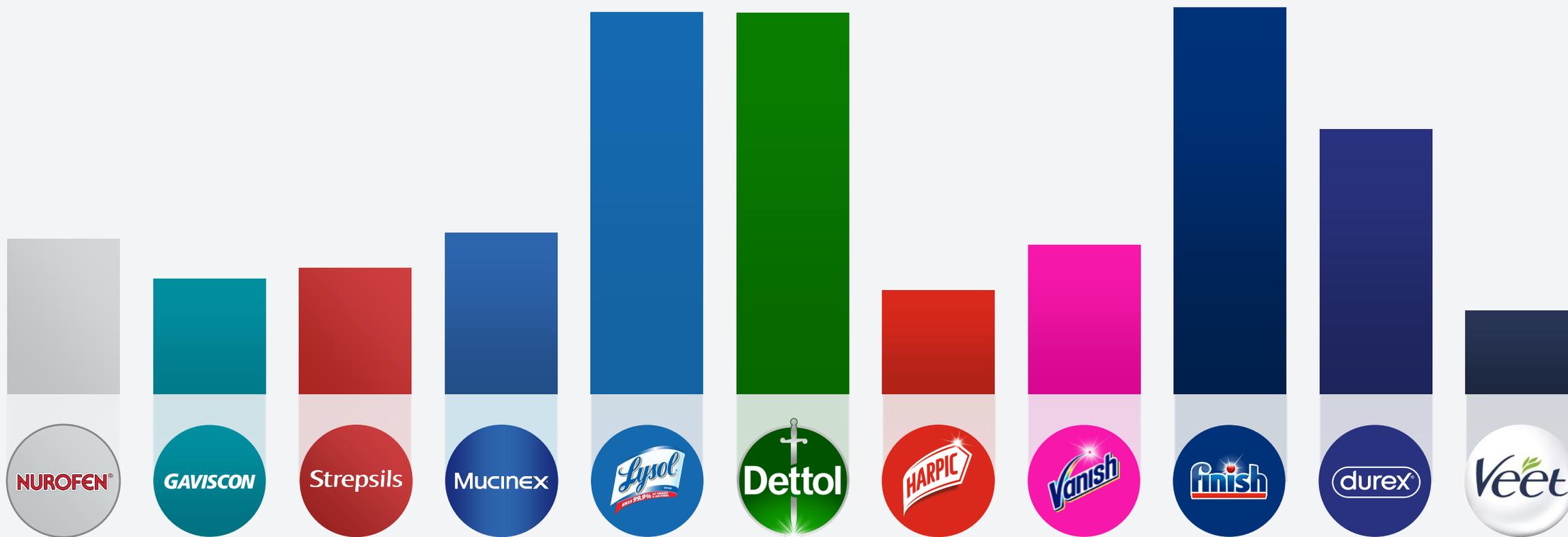
1%

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.

DELIBERATELY CURATED POWERBRAND PORTFOLIO

11 POWER BRANDS Driving **>80%** of Core net revenue¹



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

WINNING PLAYBOOK



**ICONIC BRAND
BUILDING**



**CONSUMER
OBSESSED**



**SUPERIOR
INNOVATION**



**EXECUTION
EXCELLENCE**

LONG HISTORY OF **ICONIC BRAND BUILDING**



Finish solved a global consumer frustration in the 1950s and is now the world's number one automatic dishwashing brand



Durex has shaped global standards in sexual health since 1929



Gaviscon transformed heartburn treatment with unique alginate technology that still sets the standard for digestive relief



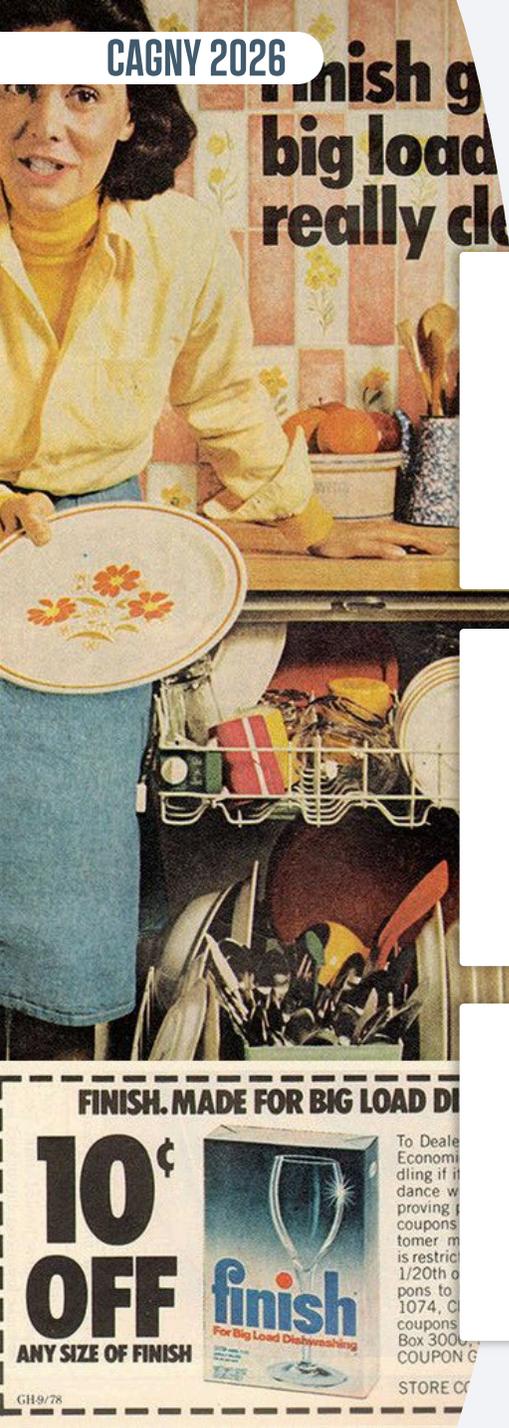
Strepsils created the first medicated throat lozenge



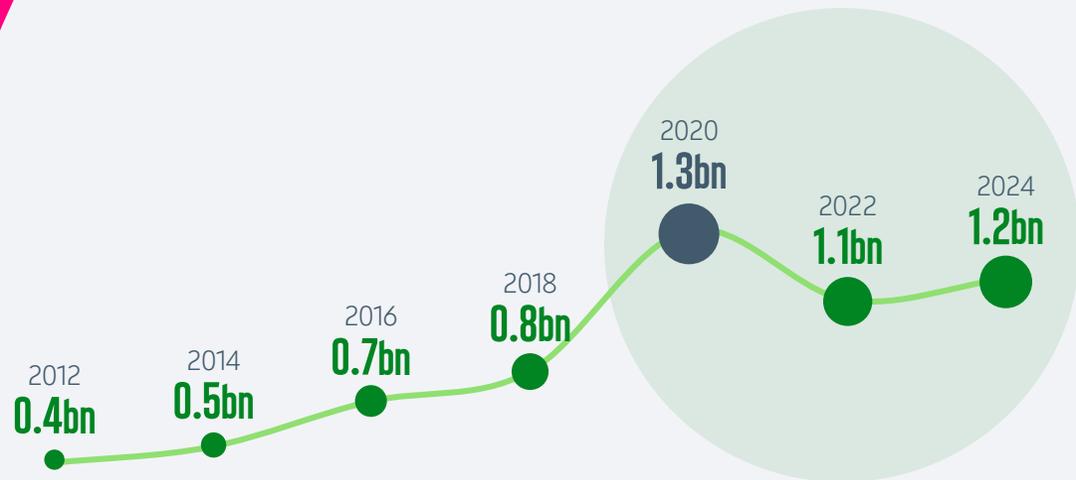
Dettol cut maternal sepsis deaths by half in the 1930s and continues to be a trusted symbol of germ protection



Lysol emerged in response to deadly cholera outbreaks and remains a frontline defender against emerging health threats



ICONIC BRAND BUILDING



DETTOL IS USED **OVER A BILLION TIMES** A YEAR¹

THAT'S OVER **2000 TIMES** EVERY MINUTE

LOVED AND TRUSTED BY CONSUMERS



NEW CATEGORIES CREATED



ANTISEPTICS



Anti-bac handwash



Anti-bac soap



Laundry sanitizer

+10
MORE
CATEGORIES

1. Worldpanel by Numerator, Numerator, Yougov, Intage. Figures based on Global Dettol usage. 2. India TRA Trust Report 2022. 3. BVC Report 2025. 4. Ipsos 2024 Dettol Report. 5. Ipsos Equity report 2024. 6. Household cleaning RD Trusted Brands Report 2023. 7. YouGov Best Brand Rankings 2026 report.

ICONIC BRAND BUILDING



US HOUSEHOLD PENETRATION¹
+1000BPS

VERSATILE, TRUSTED BRAND
EXPANDED TO 6 CATEGORIES

LOVED AND TRUSTED BY CONSUMERS



NEW CATEGORIES CREATED

Laundry Sanitizer

Kills 99.9%
of bacteria that
detergents
leave behind



Air Sanitizer

**1st EPA
approved**
germ kill in air



1. Numerator household penetration data. 2. Global Equity tracking Q1 2025 (Hall and Partners). 3. Morning Consult's Most Trusted Brands 2024 report.

WINNING PLAYBOOK



**ICONIC BRAND
BUILDING**



**CONSUMER
OBSESSED**



**SUPERIOR
INNOVATION**



**EXECUTION
EXCELLENCE**

**DIGITAL TOOLS
ENHANCING OUR
CONSUMER
PROPOSITION**



**WE HAVE RICH
CONSUMER AND
SCIENTIFIC DATA**



**DIGITAL AND
AI TOOLS
DEPLOYED AND
WORKING TODAY**



FASTER, BETTER CONCEPT GENERATION

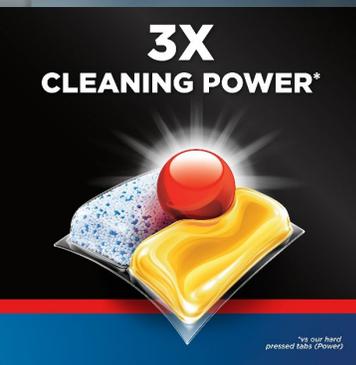
ENHANCING EFFICIENCY

SUPERIOR PRODUCTS TO SHELF

CONSUMER OBSESSED

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

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



CAGNY 2026

SUPER PACK X 26

finish
POWERBALL
QUANTUM
ALL IN 1

26
ABRILLANTADOR
VAJILLA
CON MARCAS
DE AGUA
400 mL

PROTECTS YOUR
DISHES & DISH-DECOR

REMOVES THE
TOUGHEST DRIED
ON STAINS

TOUGH
ON GREASE

3X
CLEANING POWER*

THE ROUTINE

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

SWITCH TO OUR
BEST CLEAN

DEEP CLEANING
PERFORMANCE

finish
THE ROUTINE



DEEP CLEAN NO RESIDUES CLEAN MACHINE

99

20

CONSUMER OBSESSED DRIVING THE GROWTH OF FINISH



DEVELOPED MARKETS

DRIVING PREMIUMISATION THROUGH
PRODUCT SUPERIORITY LADDER



PPD¹

EMERGING MARKETS

POSITIONING FOR PENETRATION²

	2015	2025
EGYPT	2%	4%
MALAYSIA	<1%	3%
CHINA	<1%	3%
VIETNAM	<1%	2%

14% Household penetration of dishwashers³

MORE HOUSEHOLDS

EDUCATING ON AUTODISH SYSTEMS



LEVERAGING PARTNERS



1. Price per dose index. 2. Internal modelling based on Euromonitor, Nielsen and GfK figures. 3. Internal modelling based on Euromonitor and Nielsen data.

WINNING PLAYBOOK



**ICONIC BRAND
BUILDING**



**CONSUMER
OBSESSED**



**SUPERIOR
INNOVATION**



**EXECUTION
EXCELLENCE**

SUPERIOR INNOVATION DRIVING CONTINUED LEADERSHIP IN UNTAPPED CATEGORY



**HUGE
RUNWAY FOR
GROWTH**

1%
of sex
occasions¹



1. 2024 Global Sex Survey data.

SUPERIOR INNOVATION LEADING IN MATERIAL SCIENCE TECHNOLOGY IN INTIMATE WELLNESS



PRODUCT SUPERIORITY

Polyurethane condoms



Hyaluronic acid condoms



Benzocaine condoms



BREAKTHROUGH PREMIUM INNOVATION

NEW DUREX INTENSITY
Premium non-latex technology exclusive to Durex

- BODY HEAT TRANSFER MATERIAL
- ULTRA THIN
- LATEX FREE
- MOLDS TO FIT YOUR SHAPE

SO ALL YOU FEEL IS YOUR PARTNER
12 CONDOMS

DRIVING MARKET LEADERSHIP, VOLUME GROWTH AND PREMIUMISATION IN THE CATEGORY

SUPERIOR INNOVATION ATTRACTIVE SEASONAL OTC PORTFOLIO



UPPER RESPIRATORY

c.£24bn

Category size¹

+c.9%

'20-'24 CAGR²



#2



#1

SEASONAL FLUCTUATIONS, LONG-TERM EARNINGS DRIVER

**MACRO
TAILWINDS**

from health
consciousness

Seasonal OTC is

c.12%

of our
Core portfolio³

2019-24 CAGR⁴
Mucinex

c.8%

Strepsils
c.10%

Strong economics:

Two of our

**HIGHEST
GM
BRANDS⁵**

Strength
driven by

**EQUITY,
CLAIMS &
INNOVATION**

1. Nicholas Hall, 2024 category size. 2. Nicholas Hall category CAGR. 3. based on YTD Q3 2025 Net Revenue (at constant currency).
4. Based on historical net revenue (2019-2024) for Strepsils and Mucinex at constant currency. 5. Reckitt internal P&L data.

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

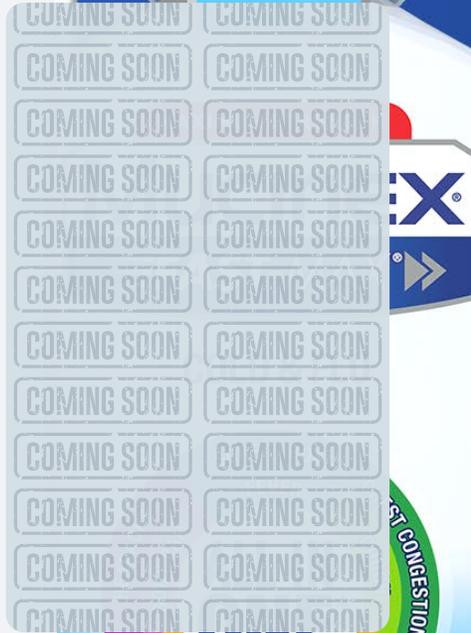
The **FIRST** 4hr
Cough Relief



Paediatric Cough

2024

The **FIRST** children's
4hr Cough Relief

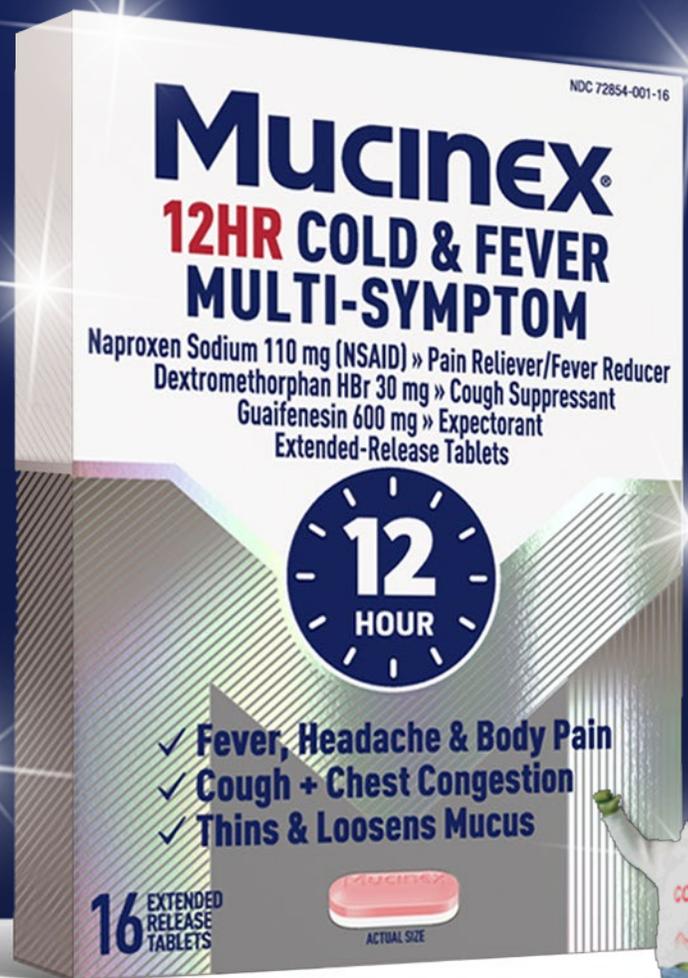


EVOLUTION OF THE BRAND & CATEGORY DIVERSIFICATION



6 FL OZ (180 mL) FOR AGES 12+

SUPERIOR INNOVATION LEADING IN MEDICAL SCIENCE



COMING SOON

2026

The **FIRST AND ONLY**
12 hour, multi-symptom
cold & fever remedy

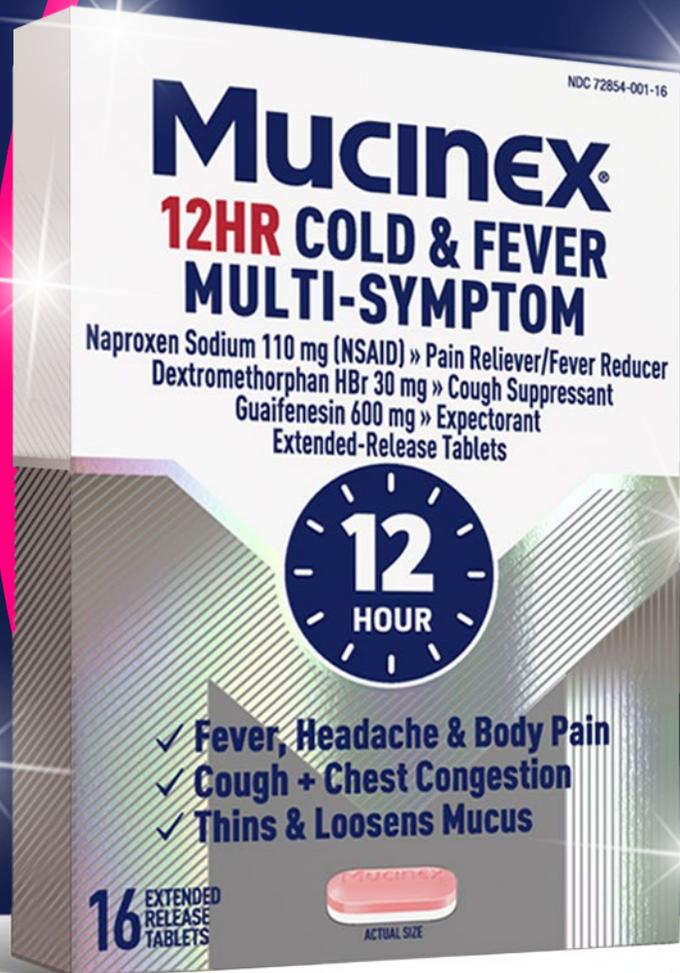
SUPERIOR INNOVATION LEADING IN MEDICAL SCIENCE



12^{HOUR} COLD & FEVER

A BREAKTHROUGH INNOVATION IN THE **\$2.5BN** US COLD & FLU CATEGORY¹

- The first & only** 12hr cold & flu medicine with powerful relief from 7 symptoms
- >15 years** of development, testing and clinical trials
- Treats fever, headache, body pain, sore throat, cough & chest congestion for 12hrs. **3x longer** than most cold medicines
- 1st FDA approved NDA (New Drug Application) in the UR category in **15+ years**



¹. L52wks ending 01/24/26, Nielsen NIQ database.



SHANNON EISENHARDT
SHANNON EISENHARDT
SHANNON EISENHARDT
SHANNON EISENHARDT
SHANNON EISENHARDT

CHIEF FINANCIAL OFFICER

WHAT YOU WILL HEAR FROM US TODAY

ADVANTAGES OF
OUR **SIMPLER,**
SHARPER
OPERATING
MODEL

OPPORTUNITIES
ACROSS OUR
PORTFOLIO OF
MARKETS

DRIVING
EXECUTIONAL
EXCELLENCE

OUR CONFIDENCE
IN DELIVERING
SUSTAINABLE
MOMENTUM

EXECUTION ADVANTAGE OF OUR STRUCTURE

NEW ORGANISATION



STANDARDISATION



SIMPLIFICATION

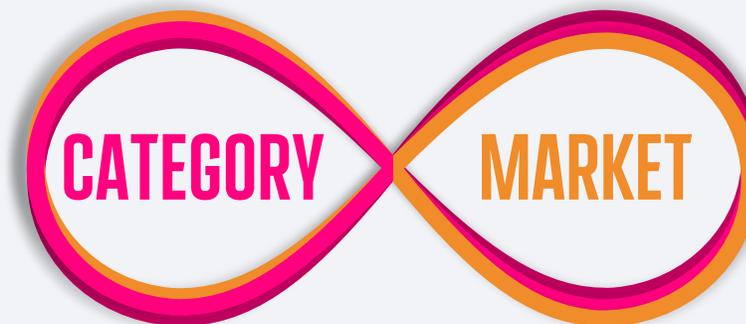


DIGITALISATION

GLOBAL STRUCTURE



WINNING EXECUTION



FUEL FOR GROWTH

FROM COST PROGRAMME TO ENTERPRISE ENABLER

1

Simplification



2

Right size investment



3

Automation & shared services



4

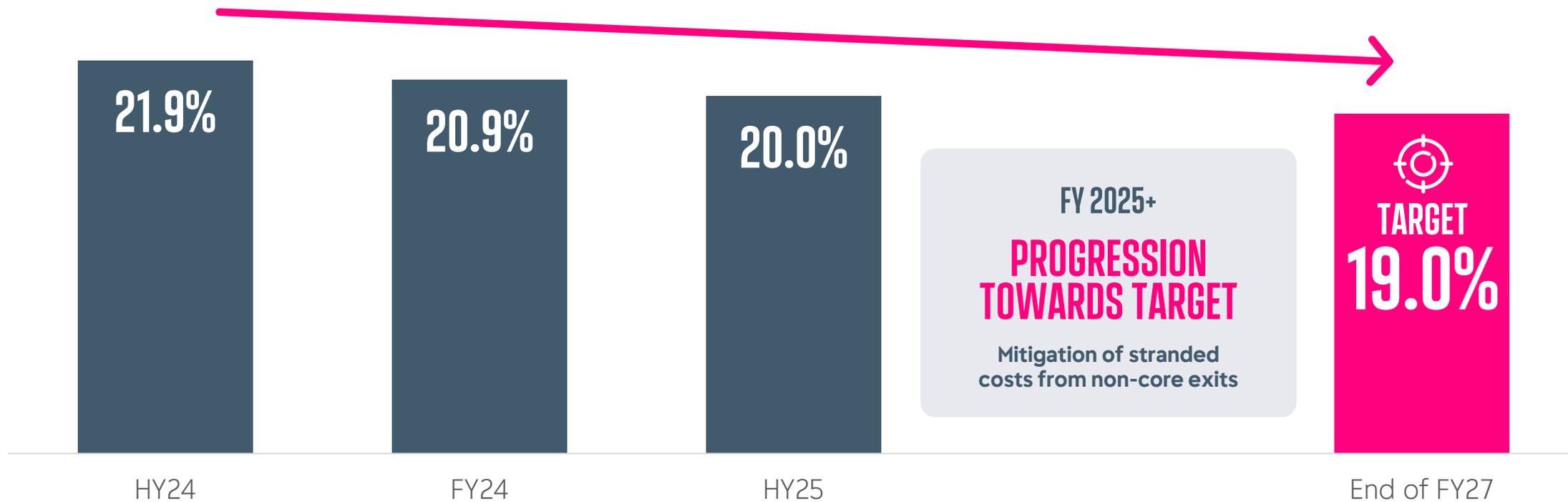
Digital & generative AI



FUEL FOR GROWTH

DELIVERING EFFICIENCIES AND INVESTMENT OPTIONALITY

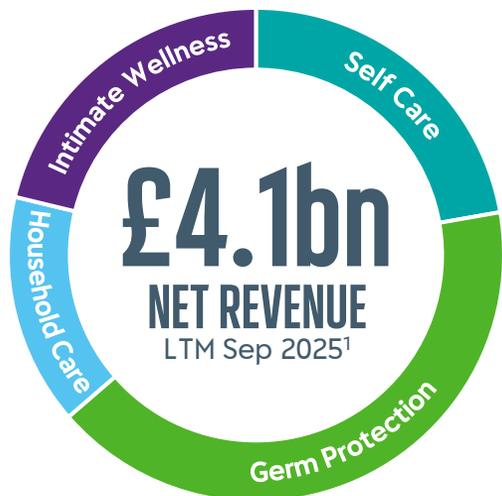
FIXED COSTS AS A % OF NET REVENUE¹



1. Fixed costs as a % of NR as per FY 2024 results announcement and HY 2025 results announcement (HY24 and HY25).

EMERGING MARKETS DRIVING VERY STRONG GROWTH

NET REVENUE PROFILE



41%
of Core Reckitt
net revenue

↑↑↑ PRIORITIES



Continuing penetration
in mature categories



Developing
nascent categories



Scaling up
next tier countries

TOP MARKETS



China



India



Brazil

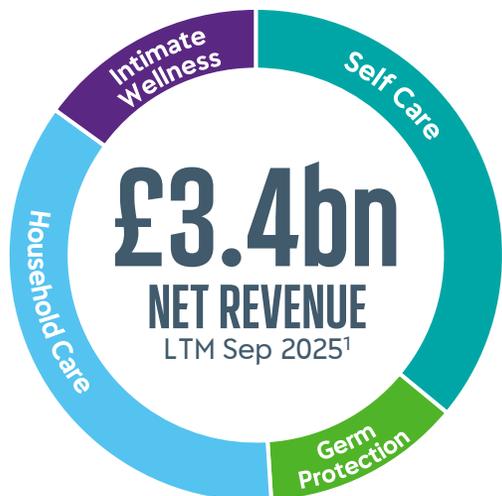
MARKET LEADING BRANDS²



1. LTM Sep 2025 NR = YTD September 2025 (Q3 2025 results announcement) + Q4 2024 (restated financials; FY 2024 results announcement).
2. 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 YTD May 2025 (based on branded players only).

EUROPE STAYING COMPETITIVE, DRIVING PREMIUMISATION

NET REVENUE PROFILE



34%
of Core Reckitt
net revenue

↑↑↑ PRIORITIES



Trading up and
premiumisation



Category expansion
through innovation



Ensuring market
competitiveness

TOP MARKETS



UK



Germany



Australia

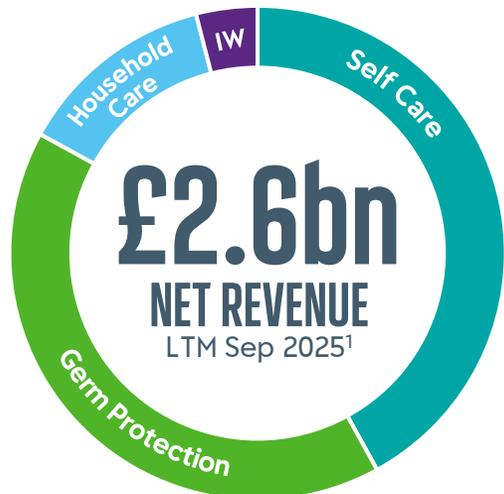
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NORTH AMERICA EXPANDING ICONIC POWERBRANDS

NET REVENUE PROFILE



25%
of Core Reckitt
net revenue

↑↑↑ PRIORITIES

☑
Expand premium
categories

☑
Customer
centric growth

☑
Consistent
operational excellence

TOP MARKETS



US



Canada

MARKET LEADING BRANDS²



1. LTM Sep 2025 NR = YTD September 2025 (Q3 2025 results announcement) + Q4 2024 (restated financials; FY 2024 results announcement).
2. 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 YTD May 2025 (based on branded players only).



WINNING PLAYBOOK



**ICONIC BRAND
BUILDING**



**CONSUMER
OBSESSED**



**SUPERIOR
INNOVATION**



**EXECUTION
EXCELLENCE**

EXECUTION EXCELLENCE

DELIVERING WORLD CLASS IN-MARKET EXECUTION

CHINA ONLINE EXCELLENCE



NORTH AMERICA OMNICHANNEL EXCELLENCE



WINNING IN MARKET CHINA ONLINE/SOCIAL E-COMMERCE EXCELLENCE



Our #2
largest market¹

9 CONSECUTIVE QUARTERS
OF DOUBLE DIGIT GROWTH²

Reckitt China
net revenue

c.80%
THROUGH E-COMM³



Traditional e-commerce
remains strong⁴

SOCIAL E-COMMERCE
ACCELERATING



c.800M
monthly
active users⁵

c.50%
of households
buy FMCG⁶

2hrs
daily on
platform⁷



Our deep
e-commerce expertise

KEEPS US AHEAD
OF THE CURVE


Speed of
innovation


Powerful
Content


Fast
feedback
loop


Great
customer
service

1. Reckitt Internal LFL NR data by geography. 2. Reckitt internal quarterly LFL NR data for China. 3. Reckitt internal P&L data of China NR by channel.
4. EMARKETER Live Commerce 2023. 5. <https://www.businessofapps.com/data/tik-tok-statistics/>. 6. Worldpanel by Numerator. 7. HI-COM, Top 12 Social Media Apps in 2025.

WINNING IN MARKET

OMNICHANNEL A KEY ENABLER TO NORTH AMERICA GROWTH

HIGH CONTRIBUTION TO GROWTH¹



>5x

CAGR of e-commerce growth vs. total business

HIGH IMPACT TO CONSUMERS²



75%

of shoppers in physical stores are **handling their phone** whilst at the shelf

HIGH VALUE TO RETAILERS³



>2x SPEND

Shoppers who buy across both online & offline vs. in store alone

1. Reckitt internal P&L data, 2025.

2. Kantar Profiles/Mintel, February 2025 https://clients.mintel.com/content/report/mobile-retailing-us-2025#workspace_SpacesStore_71486b81-bb9e-48b9-99d6-a7877780a850 3. Scintilla, 2026.

WINNING IN MARKET MOMENTUM & RESULTS FROM THIS APPROACH

DRIVING OUTSIZED GROWTH



Categories aligned to online education



Consumer focus on healthspan: broader e-comm audience



Effective partnerships with winning retailers

CONSIDERATION

Walmart 30 minute delivery partnership¹



Campaign with Walmart providing 30 minute delivery on Upper Respiratory products

68%

% Ad attributed customers new to brand

LOYALTY

Drive subscription on healthy aging VMS²



Subscribe & Save

Media targeting loyalty subscriptions on high usage categories



48%



36%



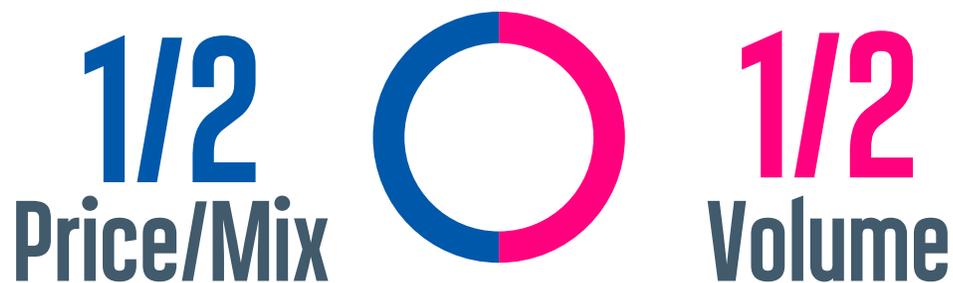
30%

% Subscribe & save

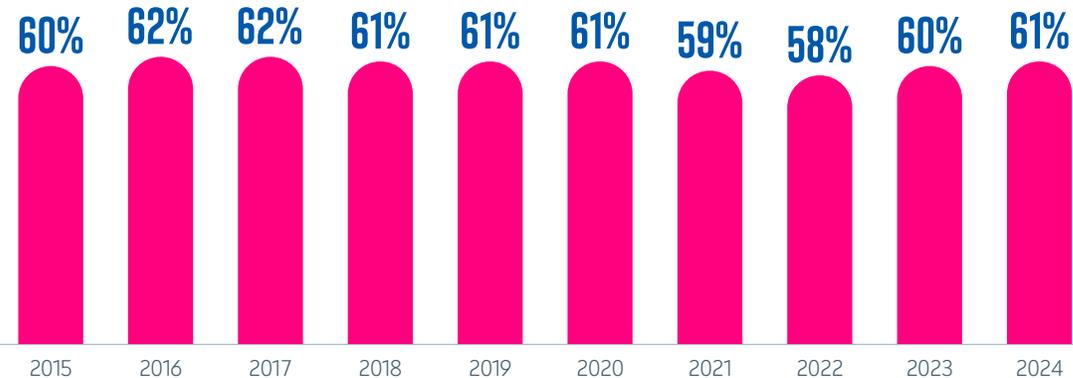
1. Walmart 1st Party Data, Mucinex Delivery Express Campaign. 2. As per FY 2025 internal POS data.

EARNINGS MODEL LEVERS TO GROW AOP AHEAD OF LFL NR

TARGET A BALANCED NET REVENUE GROWTH ALGORITHM



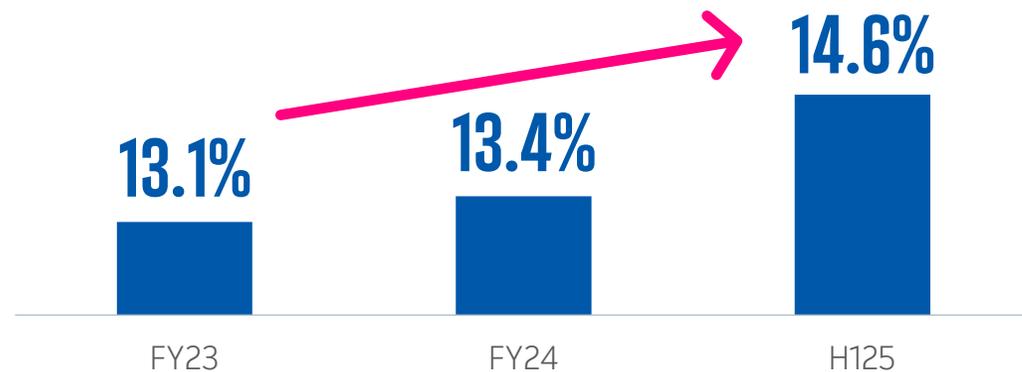
CONSISTENT AND SECTOR-LEADING GROSS MARGIN¹



FUEL FOR GROWTH – FIXED COST REDUCTION



INCREASING MARKETING (BEI AS % OF NET REVENUE)³



1. Reckitt annual report and accounts, sector-leading vs. 51.7% group gross margin average of nine listed peers across the Health and Hygiene sectors as at 2024.
 2. FY 2023 Fixed costs as a % of NR disclosed in FY 2024 results announcements. 3. FY 2023 and FY 2024 BEI as a % of NR are as disclosed in the FY2024 results announcement; H1 2025 BEI as a % of NR is as disclosed in the H1 2025 results announcement.
 BEI (Brand Equity Investment) is the marketing support designed to capture the voice, mind and heart of our consumers. It is part of marketing costs within net operating expenses.

OUR AMBITION

NET REVENUE GROWTH

Core Reckitt

+4% TO +5%

Emerging Markets LFL NR
growth at high-single digit %

EARNINGS



**Deliver long-term
sustainable EPS growth
and value creation
for shareholders**

CAPITAL ALLOCATION FRAMEWORK



Investment in organic growth



Progressive dividend policy



Target single-A credit rating (leverage around 2x)



Manage the portfolio for value creation



Return cash to shareholders



We will return surplus cash to shareholders, including any excess proceeds from future transactions

TAKEAWAYS

ADVANTAGES OF
OUR **SIMPLER,**
SHARPER
OPERATING
MODEL

OPPORTUNITIES
ACROSS OUR
PORTFOLIO OF
MARKETS

DRIVING
EXECUTIONAL
EXCELLENCE

OUR CONFIDENCE
IN DELIVERING
SUSTAINABLE
MOMENTUM



KRIS LIGHT
KRIS LIGHT
KRIS LIGHT
KRIS LIGHT
KRIS LIGHT

CHIEF EXECUTIVE OFFICER

RECKITT TODAY

A WORLD-CLASS HEALTH AND HYGIENE COMPANY



A PORTFOLIO OF POWERBRANDS DRIVING VALUE CREATION

RIGHT
CATEGORIES

RIGHT
BRANDS

RIGHT
ECONOMIC MODEL