

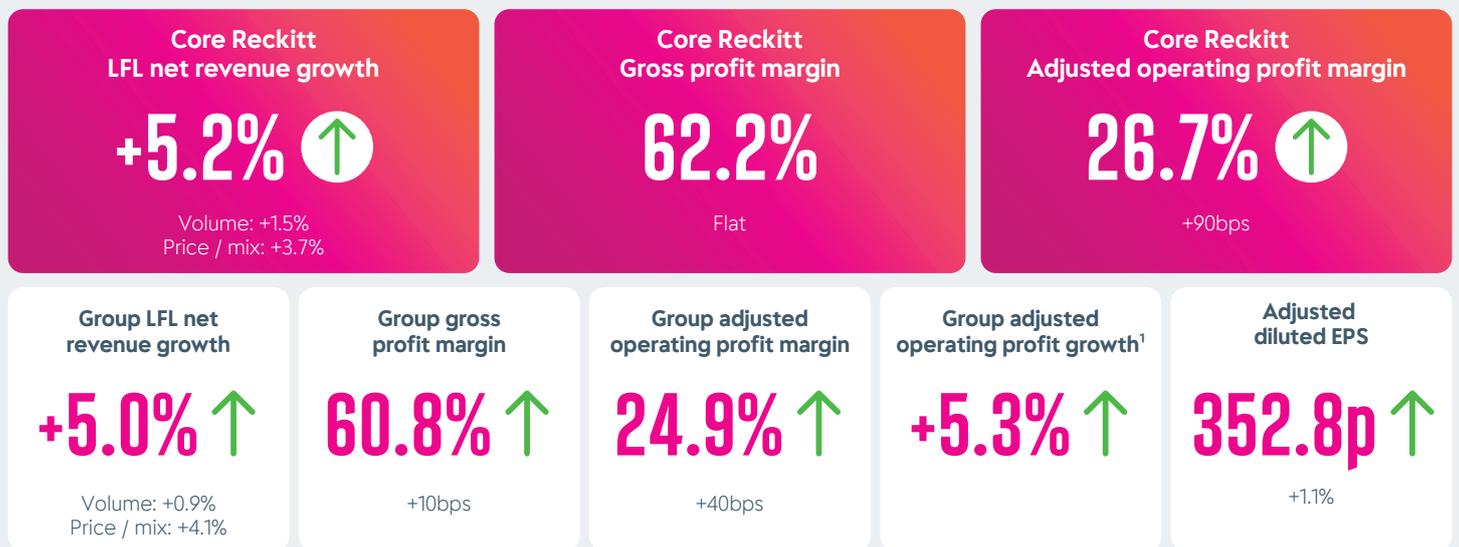
# INVESTMENT PROPOSITION



"2025 has been a strong year with performance ahead of our expectations. Core Reckitt like-for-like net revenue grew 5.2%, driven by very strong growth in Emerging Markets. Group adjusted operating profit was up 5.3%. Our Fuel for Growth programme is reducing fixed costs, supporting continued investment, capability and efficiency. We delivered another year of EPS growth and £2.3bn of returns to shareholders. Our strategy continues to deliver. We have more work to do but our geographic footprint, portfolio of Powerbrands and focused organisational structure have strengthened our ability to deliver sustainable long-term growth. We look forward with confidence."

Kris Licht, Chief Executive Officer

## STRONG FY 2025 PERFORMANCE



Refer to adjusted measures presented within the FY 2025 Results announcement. 1. Growth on a constant FX basis.

## 2025 REFLECTIONS A WORLD-CLASS HEALTH AND HYGIENE COMPANY

### A year of financial delivery

- Core Reckitt LFL Net Revenue growth +5.2%, Group +5.0%
- Benefits of diversified geographic portfolio; Emerging Markets +14.6%, Europe -1.4%, North America +0.2%
- Group AOP growth of 5.3%, AOP margin 24.9%
- Core Reckitt AOP margin 26.7% (+90bps vs. FY 24)
- 51% of Top CMUs in holding or gaining market share
- Delivering EPS growth despite FX and ETR headwind
- £2.3bn returned to shareholders, DPS growth of +5.0%

### Delivering on our strategy

- Fundamentally reshaping into a more efficient, world-class health and hygiene company
- Core Reckitt delivering on our medium-term guidance
- Divestment of Essential Home completed, a significant step in unlocking value
- Strong progress on FFG, FY 25 fixed costs at 19.4% of NR (-150bps vs. FY 24)
- Strengthened investment in Powerbrands, FY 25 BEI at 14.6% of NR (+120bps vs. FY 24)
- Given performance of FFG to date, confidence in fixed costs as % NR below our initial 19% target by end 2027

### Platform to deliver long-term growth

- Investment in innovation driving results, with new category creation and product upgrades
- Durex category leadership: Intensity launch across markets, upgrades in China
- Dettol and Lysol extensions driving strong growth in Germ Protection (Activ Botany, Air Sanitizer)
- Premiumisation strategy in Finish benefiting from innovation enhancements
- Strong innovation cycle across seasonal and non-seasonal Self Care (Mucinex, Nurofen, VMS)
- Increased investment in supply chain and R&D: China, North America, digitisation
- FY 2025 Capex at 4.2% net revenue

# A YEAR OF STRATEGIC DELIVERY

## A PORTFOLIO OF POWERBRANDS DRIVING VALUE CREATION



## A SIMPLIFIED ORGANISATION EXECUTING WITH EXCELLENCE

**1**

**Focused portfolio driving value creation**

**2**

**Product superiority: Innovation & category creation**

**3**

**Fuel for Growth delivery**

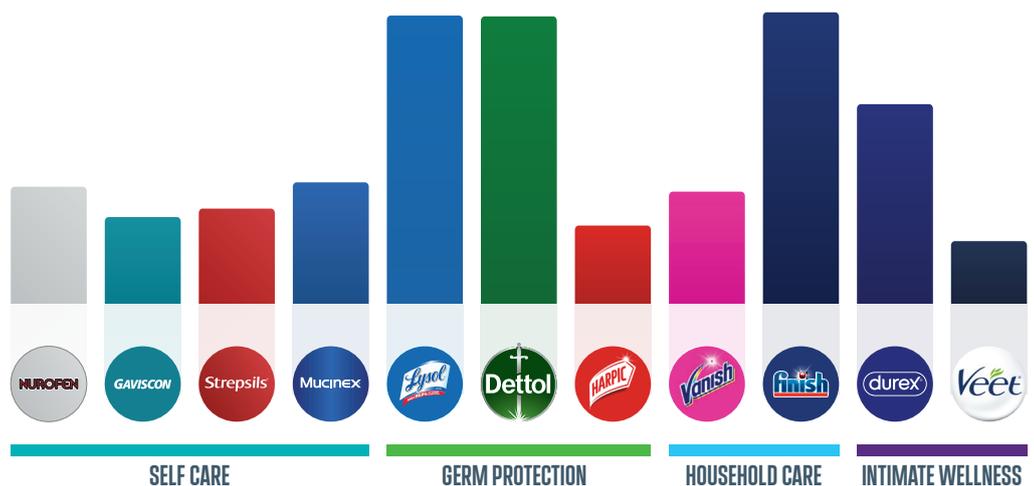
**4**

**Executing with excellence**

## DELIBERATELY CURATED POWERBRAND PORTFOLIO

# 11 POWER BRANDS

driving  
**>80%**  
of Core Net Revenue



# SUPERIOR INNOVATION



LEADING IN MEDICAL SCIENCE

## 12hour COLD & FEVER

A BREAKTHROUGH INNOVATION IN THE \$2.5BN US COLD & FLU CATEGORY<sup>1</sup>

- ✓ **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.

## RECENT LAUNCHES



# WE EXECUTE WITH EXCELLENCE



## EMERGING MARKETS DRIVING VERY STRONG GROWTH

### NET REVENUE PROFILE



**42%** of Core Reckitt net revenue

### TOP MARKETS

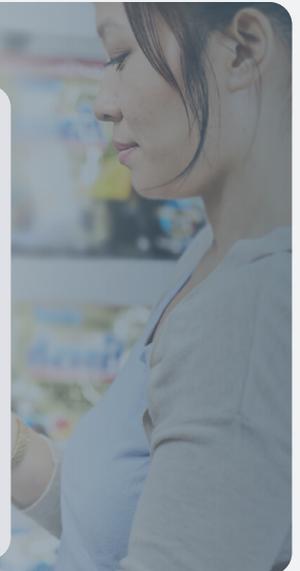


### MARKET LEADING BRANDS<sup>1</sup>



### ↑↑↑ PRIORITIES

- Continuing penetration in mature categories
- Developing nascent categories
- Scaling up next tier countries



## EUROPE STAYING COMPETITIVE, DRIVING PREMIUMISATION

### NET REVENUE PROFILE



**33%** of Core Reckitt net revenue

### TOP MARKETS



### MARKET LEADING BRANDS<sup>1</sup>



### ↑↑↑ PRIORITIES

- Trading up and premiumisation
- Category expansion through innovation
- Ensuring market competitiveness



## NORTH AMERICA EXPANDING ICONIC POWERBRANDS

### NET REVENUE PROFILE



**25%** of Core Reckitt net revenue

### TOP MARKETS



### MARKET LEADING BRANDS<sup>1</sup>



### ↑↑↑ PRIORITIES

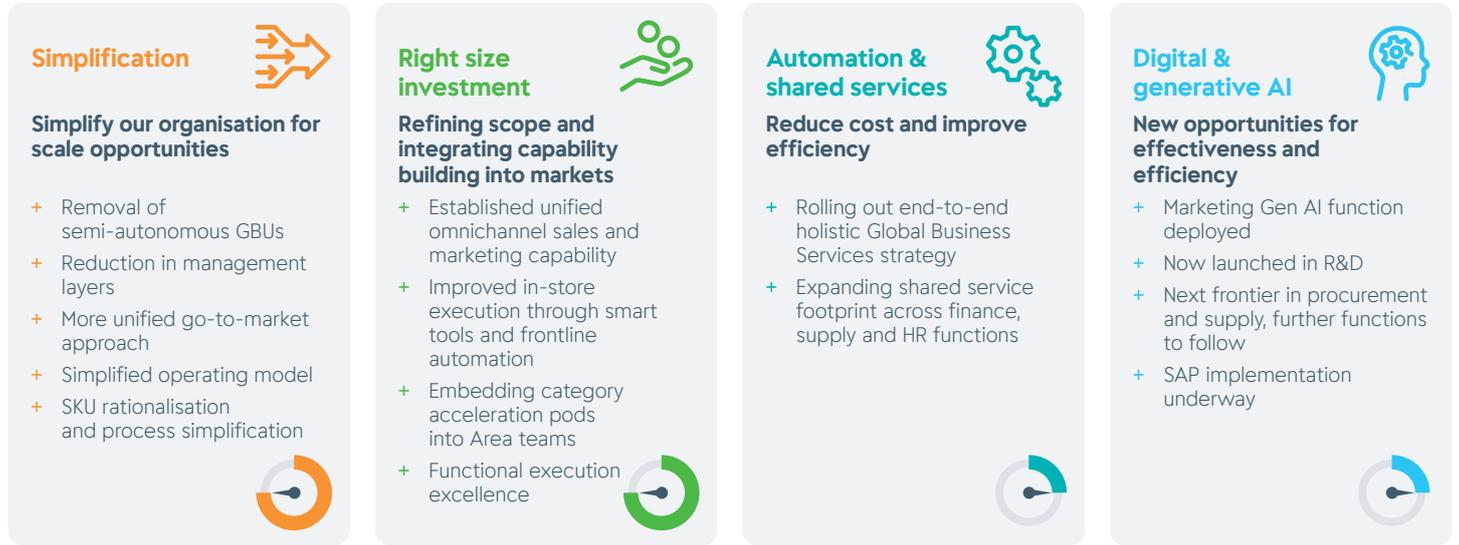
- Expand premium categories
- Customer centric growth
- Consistent operational excellence



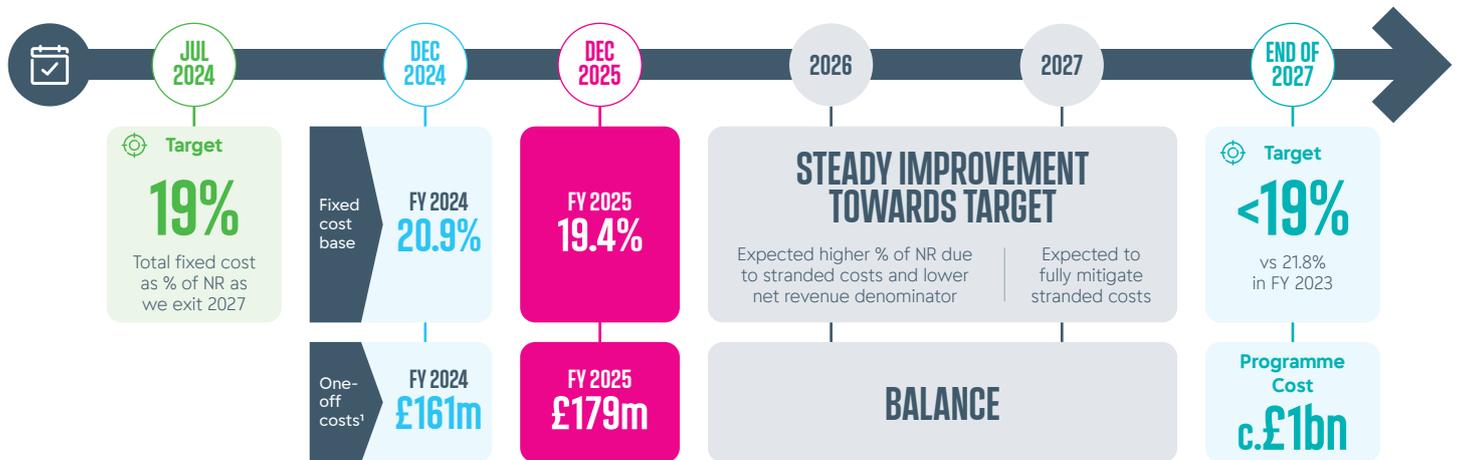
1. Claims based on information aggregated in part from data supplied by Nielsen through its Retail Measurement Services and in part from data inputs from other suppliers, in each case, for the relevant category, geographic focus and based on FY 2025 (based on branded players only).

# TO FUEL GROWTH AND EARNINGS

## FUEL FOR GROWTH PROGRAMME DELIVERING AHEAD OF PLAN

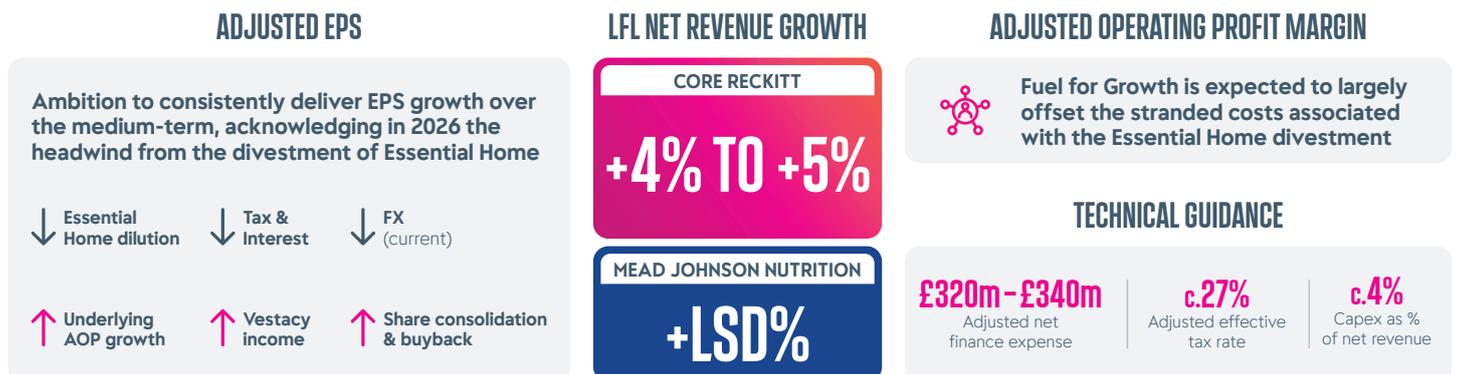


## FUEL FOR GROWTH DELIVERING EFFICIENCIES AND INVESTMENT OPTIONALITY



1. One-off cash costs are restructuring and transformation costs related to the Fuel for Growth Programme and are excluded from the Fixed Cost base. They do not include deal dependent and tax costs.

## 2026 GUIDANCE





# FOCUS ON FOCUS ON FOCUS ON INVESTOR SERIES

## RECKITT FOCUS ON: DIGITAL SCIENCE

**Bastien Parizot**  
SVP GBS & AI Enterprise



**Angela Naef**  
Chief R&D Officer



**Nigel Richardson**  
Chief Information &  
Digitisation Officer



Date: 14 May 2026  
Location: Virtual

## RECKITT FOCUS ON: NORTH AMERICA

**Jérôme Lemaire**  
President North America



Date: 19 November 2026  
Location: New Jersey

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