



FOCUS ON
FOCUS ON
FOCUS ON
FOCUS ON
FOCUS ON

**EMERGING
MARKETS**

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WELCOME
WELCOME
WELCOME
WELCOME
WELCOME
WELCOME
WELCOME

KRIS LIGHT
CEO

EMERGING MARKETS

STRONG FOUNDATIONS FOR SUSTAINABLE, VALUE-CREATING GROWTH

EMERGING MARKETS : STRONG FOUNDATIONS FOR SUSTAINABLE, VALUE-CREATING GROWTH



NITISH KAPOOR

PRESIDENT, EMERGING MARKETS



RYAN DULLEA

CHIEF CATEGORY GROWTH OFFICER



SHANNON EISENHARDT

CHIEF FINANCIAL OFFICER



NITISH KAPOOR

NITISH KAPOOR

NITISH KAPOOR

PRESIDENT, EMERGING MARKETS

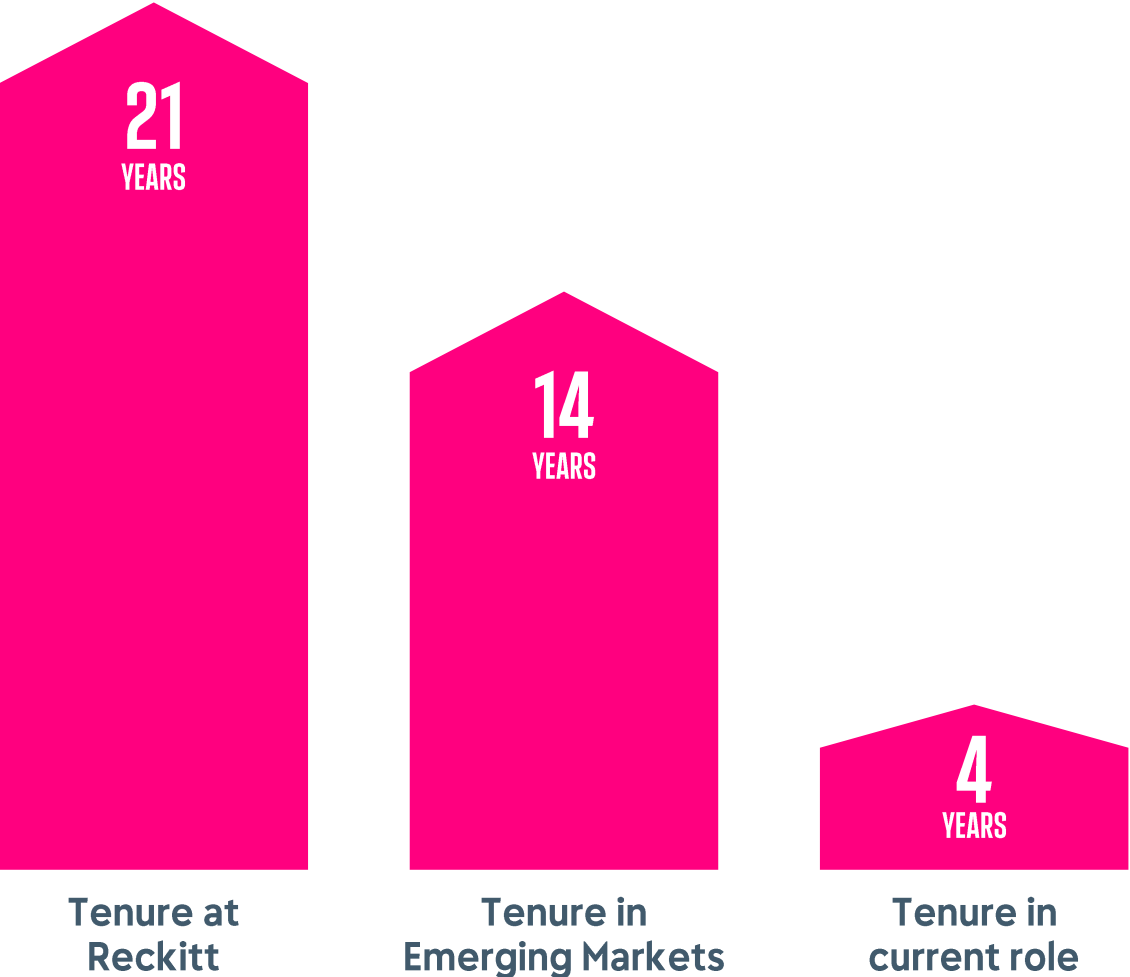
32 years, starting as Management Trainee
18 years in EM



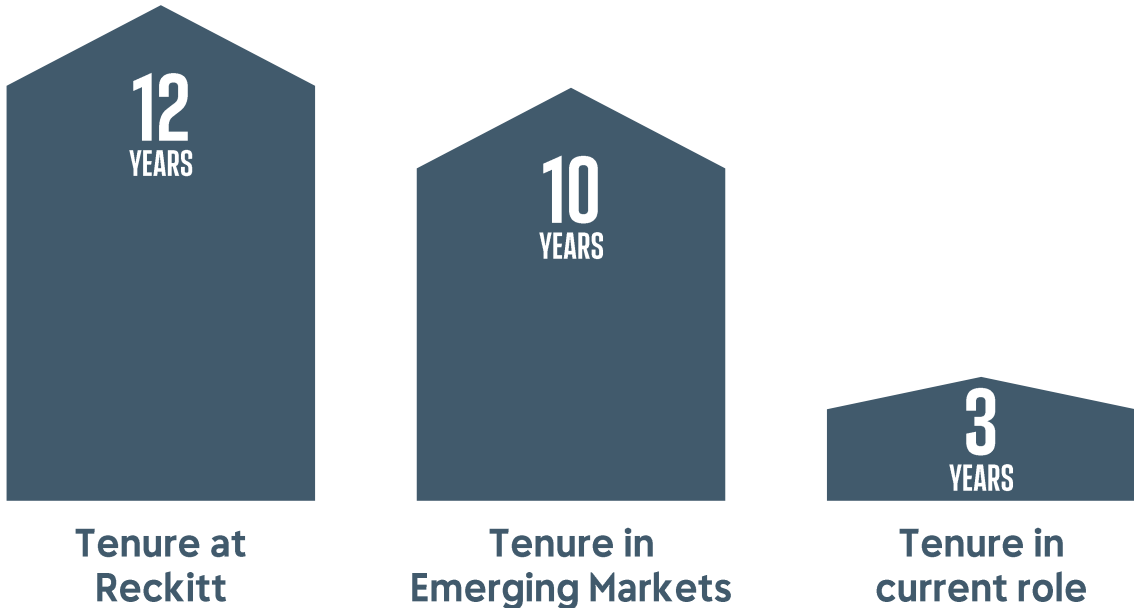
Sales | Marketing | Global Category |
General Management

India | USA | UK | Portugal | South Africa

WE HAVE EXPERIENCED LEADERSHIP ACROSS EMERGING MARKETS



REGIONAL LEADERSHIP



COUNTRY LEADERSHIP

Based on averages across Emerging Markets.

TODAY, WE WILL TALK ABOUT

1

STRONG FOUNDATIONS

> 100 YEAR HISTORY

TRUSTED BRANDS

2

STEADY ACCELERATION

MID TO HIGH SINGLE-DIGIT GROWTH

LARGEST AREA FOR CORE RECKITT

3

SUSTAINABLE GROWTH

HSD GROWTH & VALUE CREATION

EXECUTION EXCELLENCE

1

STRONG FOUNDATIONS

> 100 YEAR HISTORY

TRUSTED BRANDS

2

STEADY ACCELERATION

MID TO HIGH SINGLE-DIGIT GROWTH

LARGEST AREA FOR CORE RECKITT

3

SUSTAINABLE GROWTH

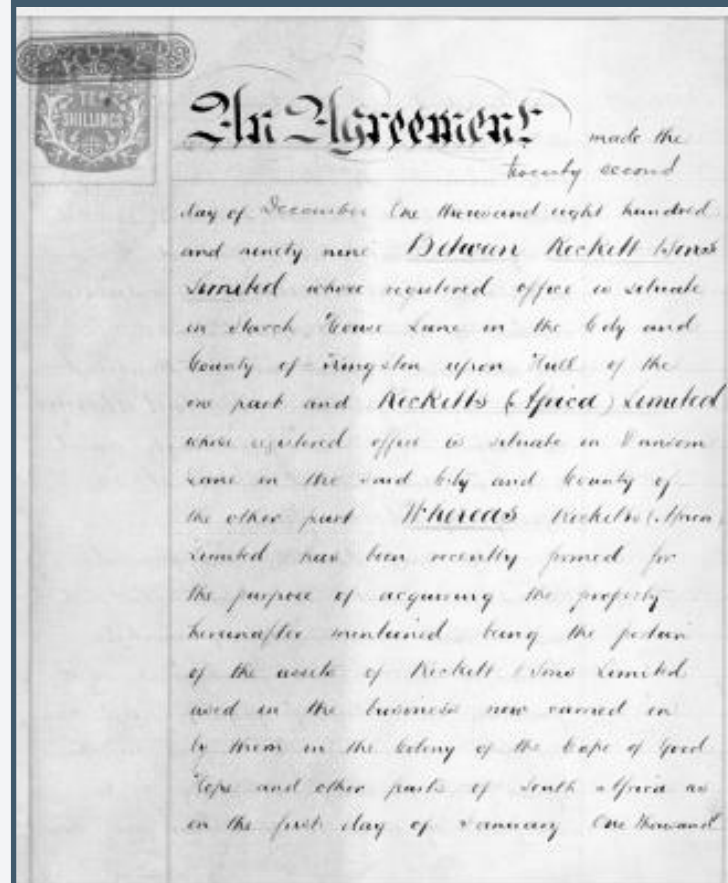
HSD GROWTH & VALUE CREATION

EXECUTION EXCELLENCE

WE HAVE BEEN OPERATING IN EMERGING MARKETS FOR OVER A CENTURY...

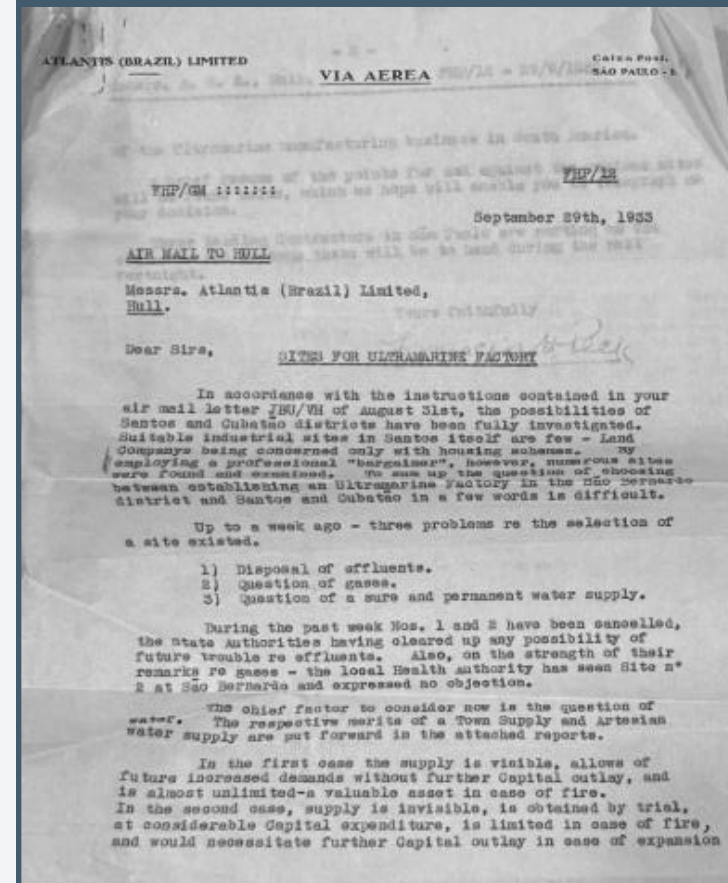
1899

Distribution agreement in South Africa



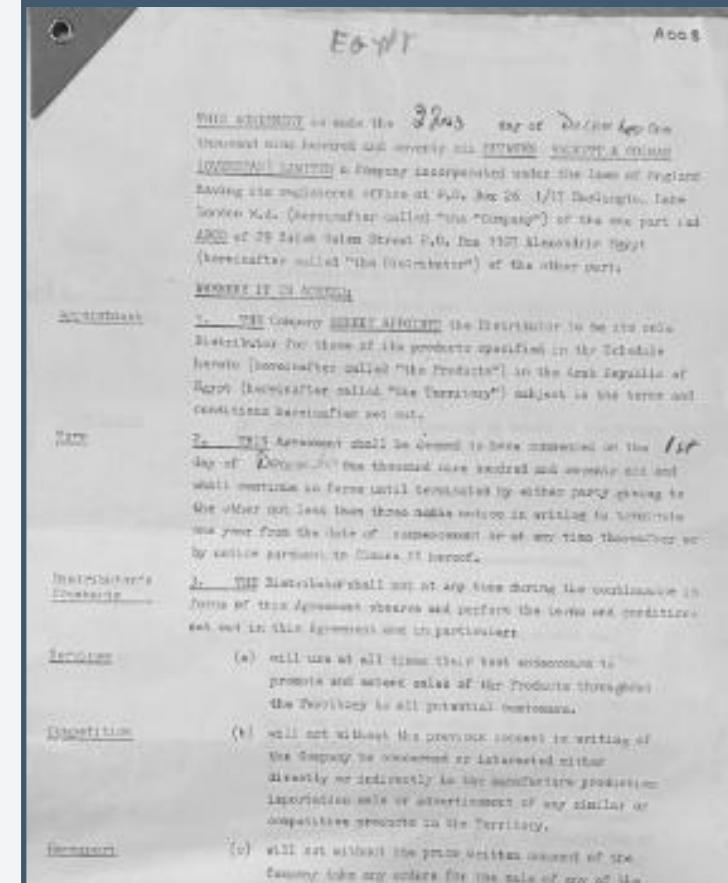
1933

Factory in Brazil



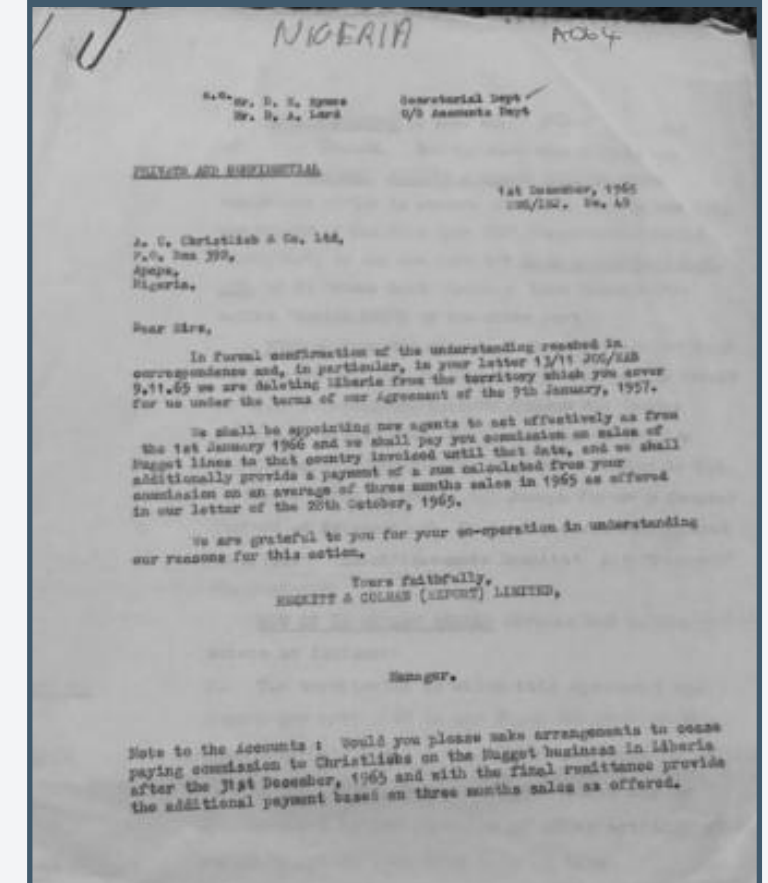
1953

Distribution agreement in Egypt



1965

Distribution agreement in Nigeria



...WITH BRANDS THAT HAVE **GROWN IN STATURE** OVER THE YEARS



DUREX SINCE 1960s

...WITH BRANDS THAT HAVE **GROWN IN STATURE** OVER THE YEARS



HARPIC SINCE 1960s

...WITH BRANDS THAT HAVE **GROWN IN STATURE** OVER THE YEARS

Quantas vezes você
vai lavar só com detergente
até usar Vanish Poder O₂?

Detergente sozinho não elimina todas as manchas. Use Vanish em toda lavagem.
Vanish Poder O₂ dissolve facilmente até as manchas impregnadas,
porque tem até **10 vezes mais oxigênio** que os detergentes.
É por isso que você deve adicionar Vanish em toda lavagem.
Vanish. Confie no rosa. Esqueça as manchas.

Vanish. ACABA COM AS MANCHAS E NÃO ESTRAGA AS ROUPAS.

Vanish Poder O₂

Vanish. ACABA COM AS MANCHAS E NÃO ESTRAGA AS ROUPAS.

GENTIL COM AS
ROUPAS, EFICIENTE
CONTRA AS MANCHAS,
MELHOR PARA VOCÊ.

Vanish é um alvejante seguro e eficaz para roupas
brancas e coloridas, porque não contém cloro.
É a maneira mais inteligente de tirar manchas
e não danificar as cores.

Confie no rosa. Esqueça as manchas.
www.vanish.com.br

VANISH. VENDE
TÃO RÁPIDO
QUANTO TIRA
MANCHAS.

Alvejantes seguros representam 35% do mercado total de alvejantes. Porém, contam com apenas
18% do espaço nas gôndolas. Além disso, a categoria cresceu 42% em 2008, puxada pelo sucesso
de Vanish, contra apenas 6%* dos alvejantes com cloro. Aposte na marca e na categoria que mais
crescem entre os alvejantes. Confie no rosa. Esqueça as manchas.

VANISH ROUPAS COLORIDAS:
O alvejante mais seguro e
eficaz para roupas brancas
e coloridas, porque não
contém cloro. É a maneira
mais inteligente de tirar
manchas das roupas.

VANISH ROUPAS BRANCAS:
Alvejante sem cloro e com branqueador óptico.
Remove as manchas e deixa o branco mais branco desde
a primeira lavagem, sem amarelar ou danificar os tecidos.

VANISH SINCE 1990s

...WITH BRANDS THAT HAVE **GROWN IN STATURE** OVER THE YEARS

DETTOL Iri sui
dzawibia mo



Pore Dettol n ke na
wone n ma se n yira
SE PA YIZURA YE
SE FAYE YIRA DEDE

PRINTED IN ENGLAND

Who carries the sword that protects?



Dettol
The only antiseptic
trusted by doctors
for over 40 years—
because it kills all
types of harmful germs

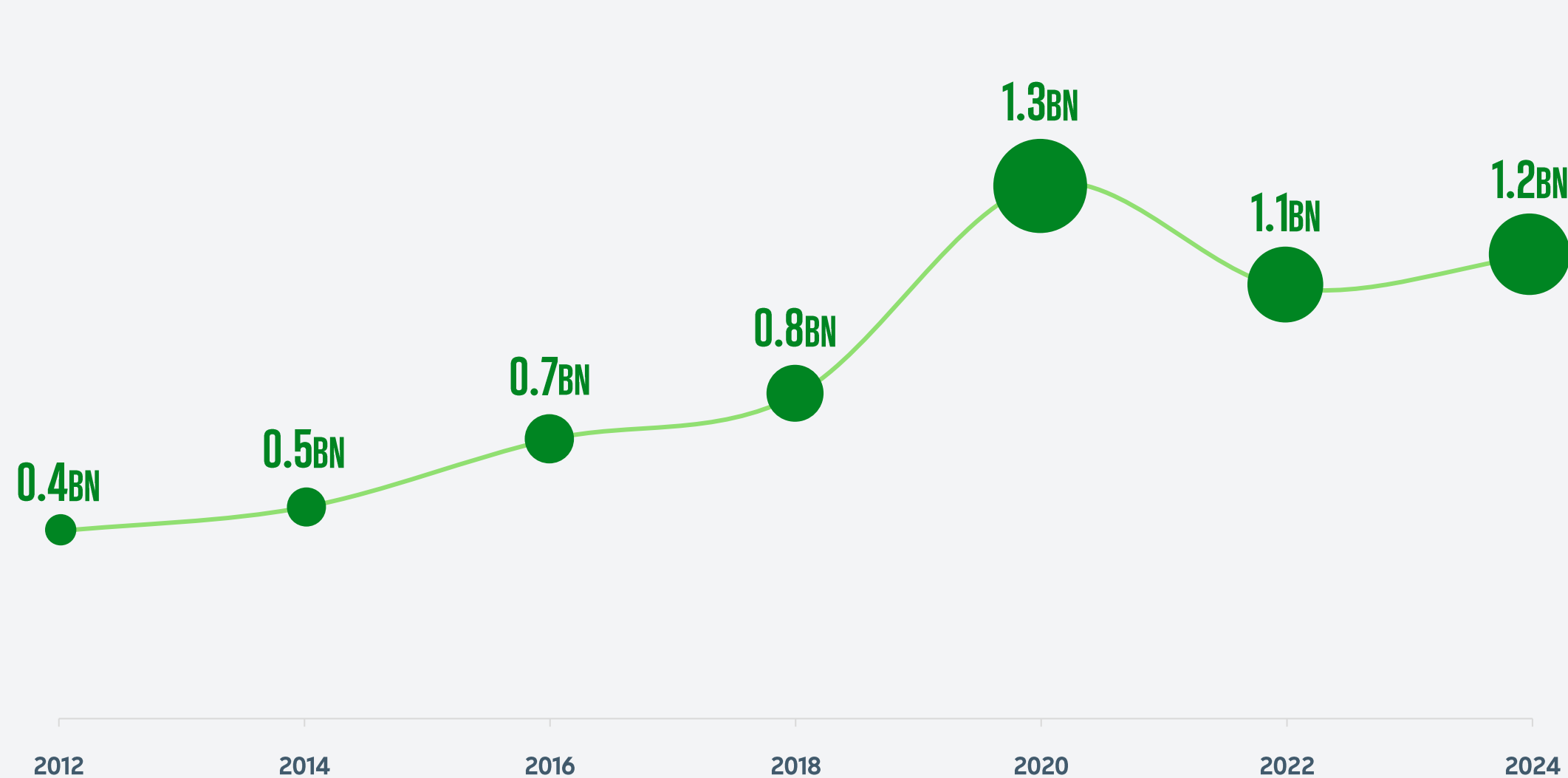
keep
'DETTOL'
in your
home



Dettol hanging sign - India
Cost: 1/6d. each
Quantity: 2,500

DETTOL SINCE 1930s

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

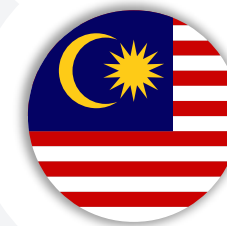


LOVED AND TRUSTED BY CONSUMERS

#1 TRUSTED
Health Brand in India¹



#1 TRUSTED
Health Brand in Malaysia³



#1 TRUSTED
Surface Brand in Saudi Arabia²



#1 GERM PROTECTION
Brand in South Africa³



#1 TRUSTED
Germ Protection brand in China²



#1 BEST EQUITY
CPG Brand in Hong Kong⁴



WE HAVEN'T JUST BUILT **STRONG BRANDS**, WE HAVE DEVELOPED **LARGE CATEGORIES**...



ANTISEPTICS



TOILET CLEANER



CONDOMS



AUTO DISHWASH



GASTRO



ANTI-BAC HANDWASH ANTI-BAC SOAP LAUNDRY SANITIZER



BATHROOM CLEANER



LUBES

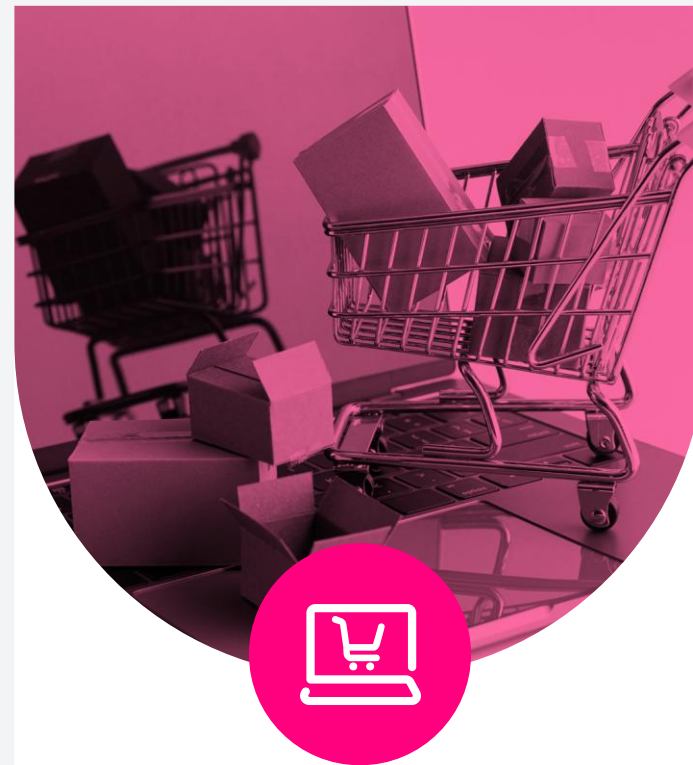


TOYS

...REACHING CONSUMERS & HEALTH CARE PROFESSIONALS **AT SCALE**



10M+
STORES
REACHED¹

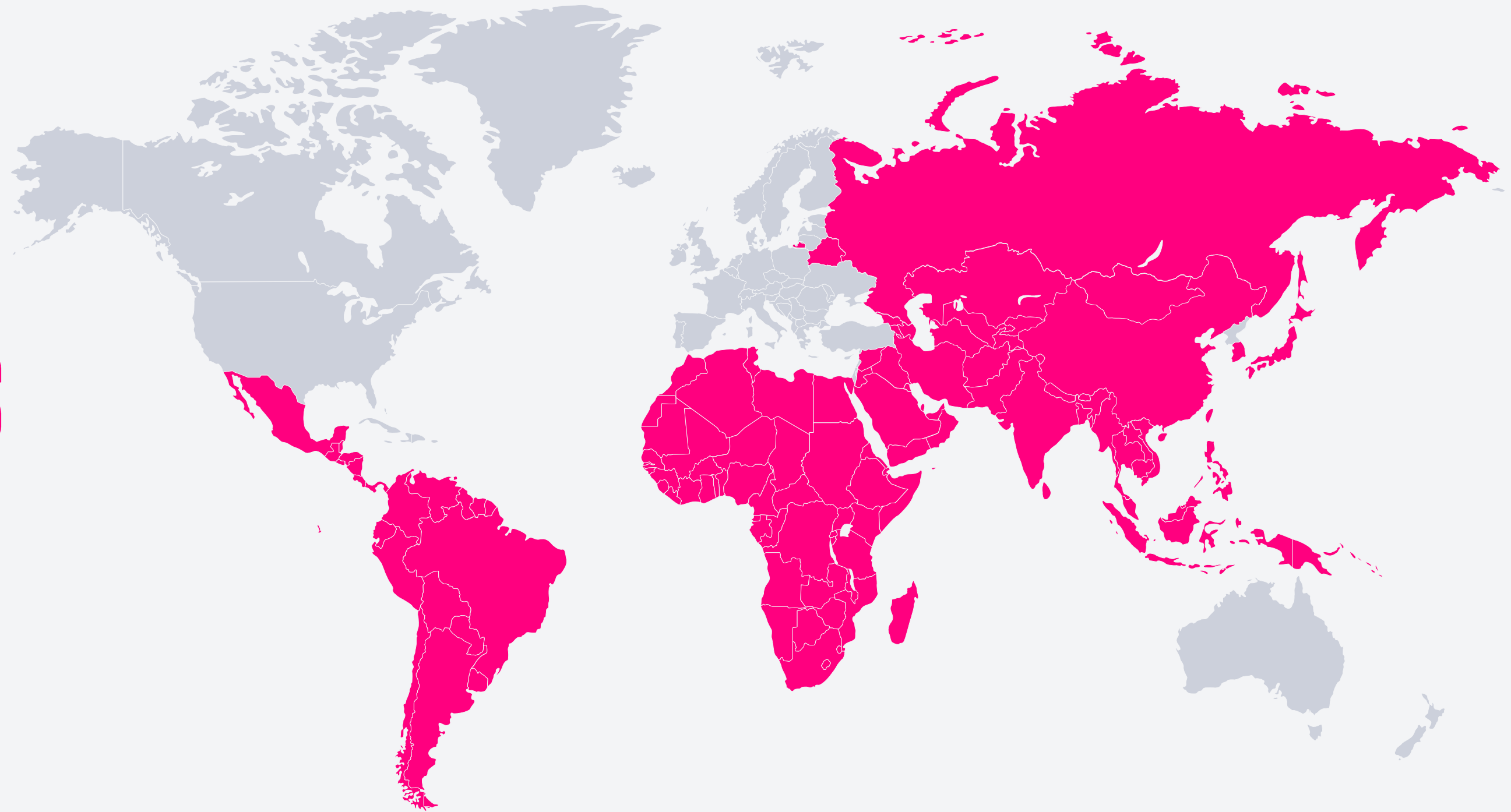


125M+
ONLINE ORDERS
SHIPPED²

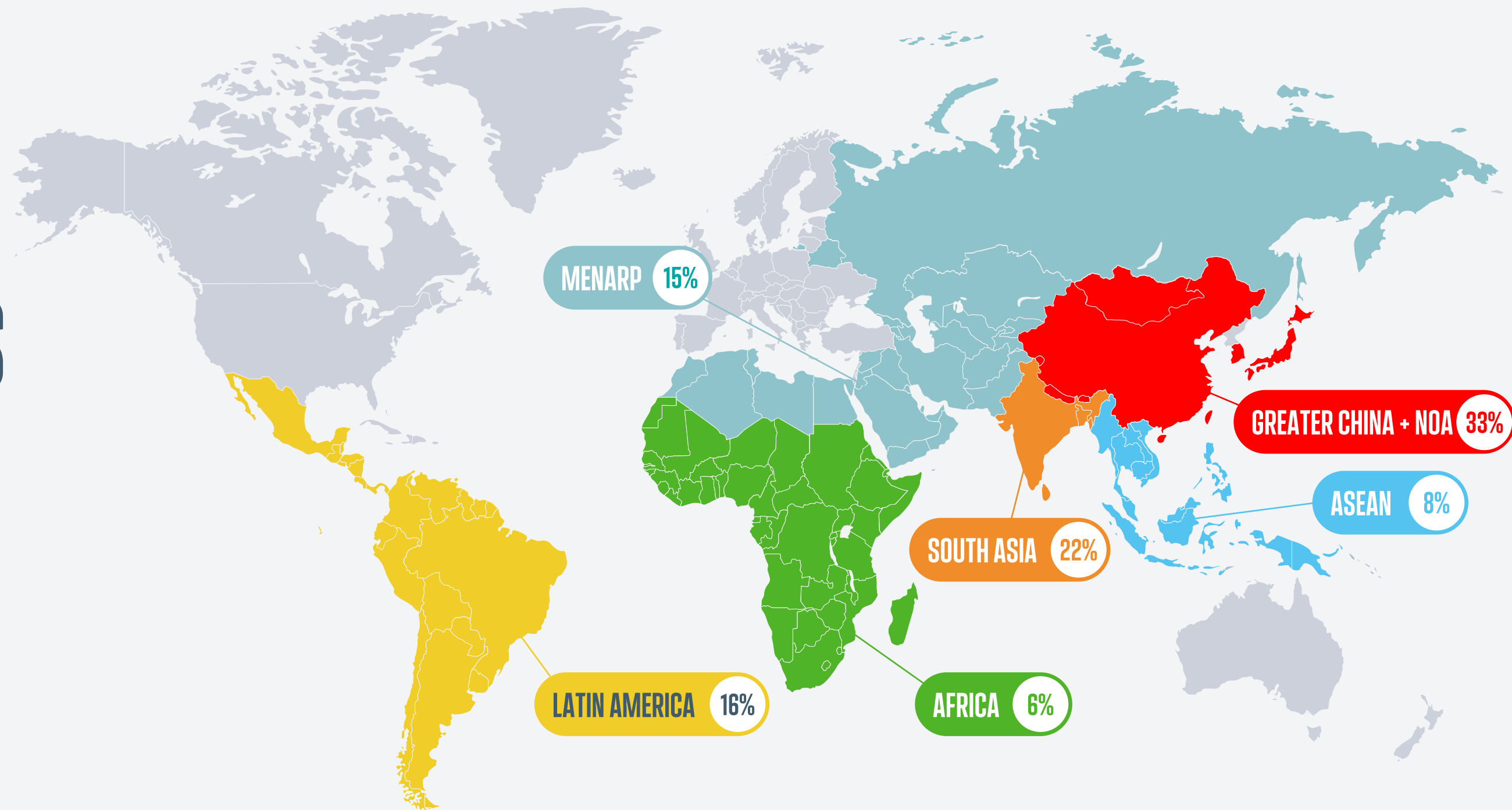


150k+
HEALTH CARE
PROFESSIONALS ENGAGED²

**WE NOW
OPERATE IN
67 COUNTRIES**

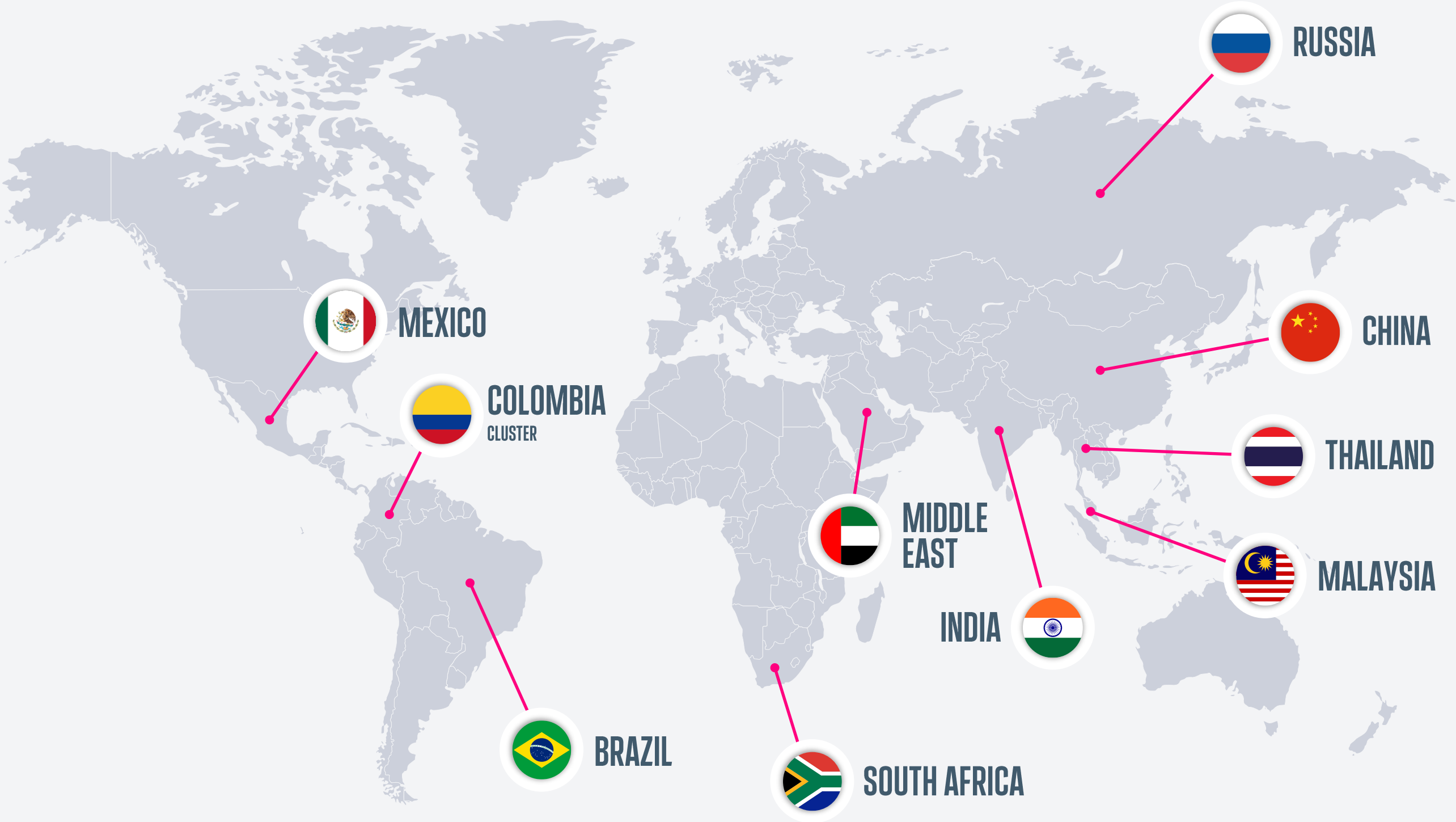


**WE NOW
OPERATE IN
67 COUNTRIES
MANAGED
THROUGH
6 REGIONS**



2025E Internal Reckitt data. % split of Net Revenue. NOA = North Asia.

**TOP 10
MARKETS
85% OF
NET REVENUE**



2025E Internal Reckitt data.

POWERBRANDS ARE c.70% OF NET REVENUE



NUROFEN

Strepsils



GAVISCON



COMPLEMENTED BY **STRONG LOCAL HEROES**



SICO[®]



Graneodín[®]

Tempra[®]



Luftal[®]

Jøntex[®]



cobra[®]



1

STRONG FOUNDATIONS

> 100 YEAR HISTORY

TRUSTED BRANDS



TRUSTED, LOVED BRANDS



WE HAVE LED CATEGORY DEVELOPMENT



STRONG, ESTABLISHED MARKETS

1

STRONG FOUNDATIONS

> 100 YEAR HISTORY

TRUSTED BRANDS

2

STEADY ACCELERATION

MID TO HIGH SINGLE-DIGIT GROWTH

LARGEST AREA FOR CORE RECKITT

3

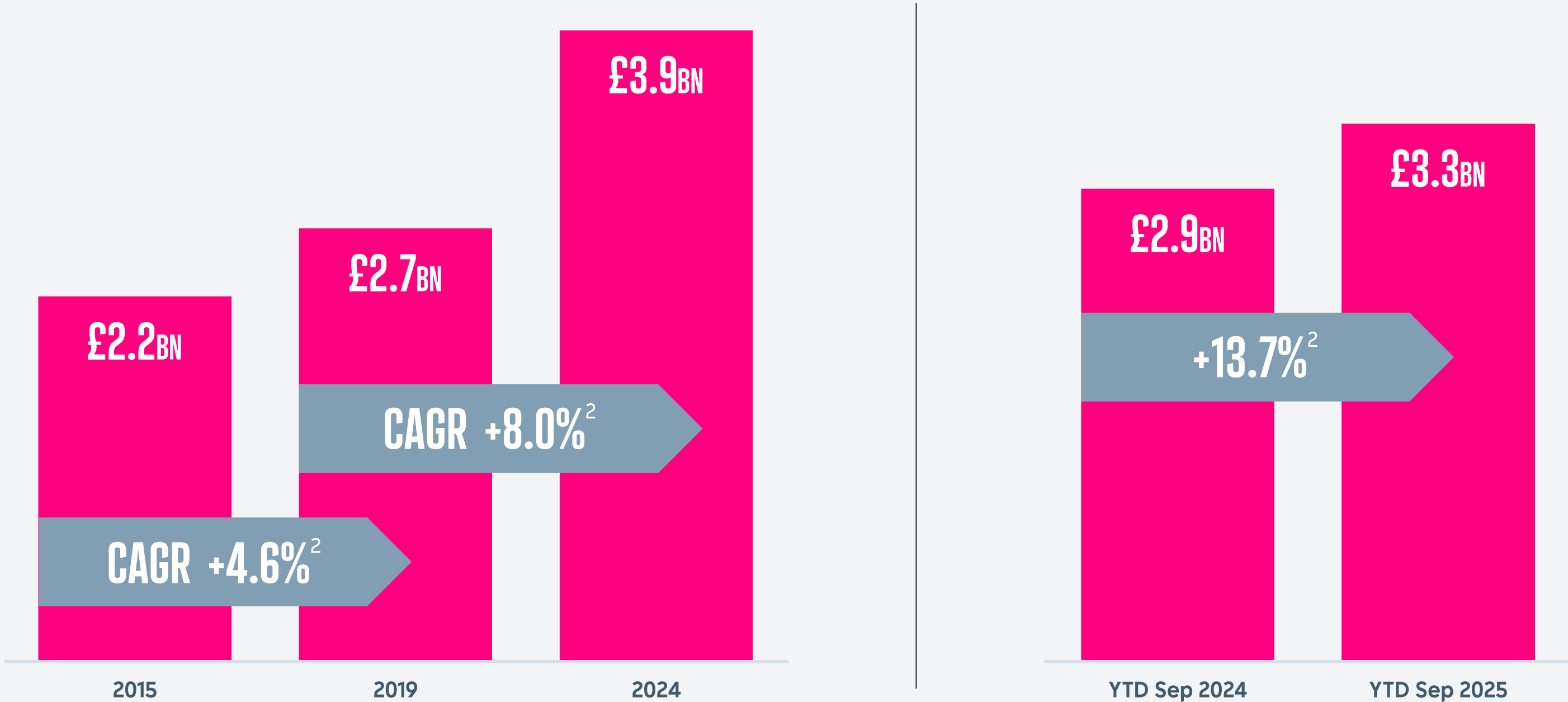
SUSTAINABLE GROWTH

HSD GROWTH & VALUE CREATION

EXECUTION EXCELLENCE

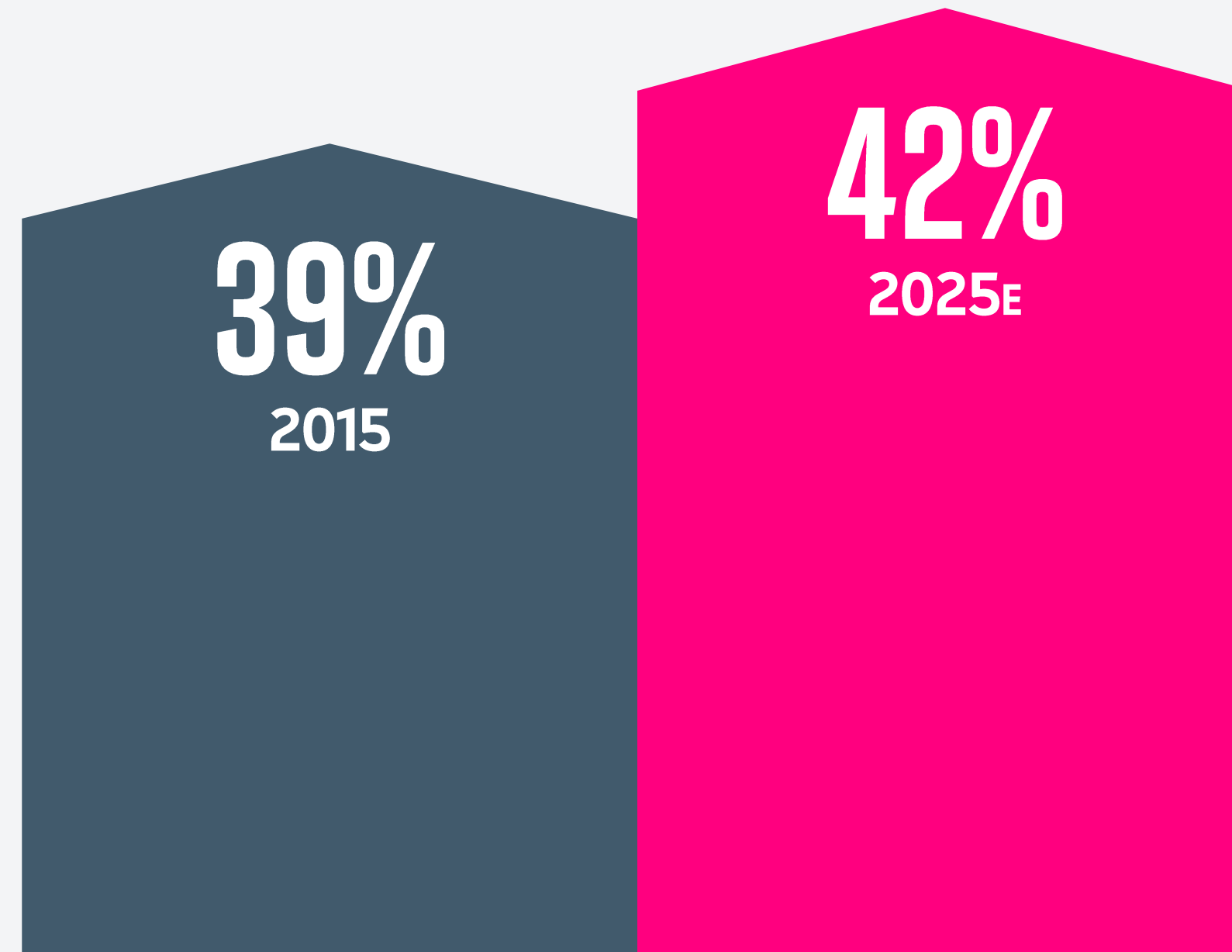
STRONG TRACK RECORD OF ACCELERATING GROWTH

NET REVENUE (Constant FX)¹



1. Amounts shown using FY 2024 average exchange rates. 2. Annual net revenue growth such that the foreign currency conversion uses the same exchange rates as were applied in the previous financial year and excludes the effect of applying hyperinflation accounting in the relevant subsidiaries and excludes revenue from businesses disposed since 2015.

EM NET REVENUE CONTRIBUTION¹ TO CORE RECKITT HAS INCREASED



1. Net Revenue as a % of total Core Reckitt business translated at FY average exchange rates for the relevant year. Excludes disposed businesses.













3 OF TOP 10 MARKETS
ARE NOW IN EM

3

-  CHINA
-  INDIA
-  BRAZIL

7 OF TOP 20 CMUs
ARE NOW IN EM

7

-  INDIA 
-  CHINA 
-  MIDDLE EAST 
-  INDIA 
-  CHINA 
-  BRAZIL 
-  CHINA 

WE HAVE **DOUBLED OUR £50MN+ BRANDS** IN REGIONS SINCE 2019...

GREATER CHINA



durex



+

Intíma

finish

MENARP



durex

+

NUROFEN

finish

SOUTH ASIA



+

durex

ASEAN



+

Strepsils

durex

GAVISCON

LATIN AMERICA



+

Strepsils

durex



AFRICA



...WITH LEADERSHIP POSITIONS ACROSS REGIONS

GREATER CHINA



durex



SOUTH ASIA



LATIN AMERICA



durex

Strepsils

#1

MENARP



durex



ASEAN

durex

GAVISCON

AFRICA



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 MAT Sep 2025 (based on branded players only).

2

STEADY ACCELERATION

MID TO HIGH SINGLE-DIGIT GROWTH

LARGEST AREA FOR CORE RECKITT



ACCELERATING GROWTH



SCALED COUNTRIES AND CMUs



MARKET LEADERSHIP POSITIONS

1

STRONG FOUNDATIONS

> 100 YEAR HISTORY

TRUSTED BRANDS

2

STEADY ACCELERATION

MID TO HIGH SINGLE-DIGIT GROWTH

LARGEST AREA FOR CORE RECKITT

3

SUSTAINABLE GROWTH

HSD GROWTH & VALUE CREATION

EXECUTION EXCELLENCE

WHY ARE WE **EXCITED** ABOUT THE FUTURE?



RIISING INCOMES AND NEW CONSUMPTION HABITS



THE RIGHT PORTFOLIO FOR EVOLVING CONSUMER NEEDS

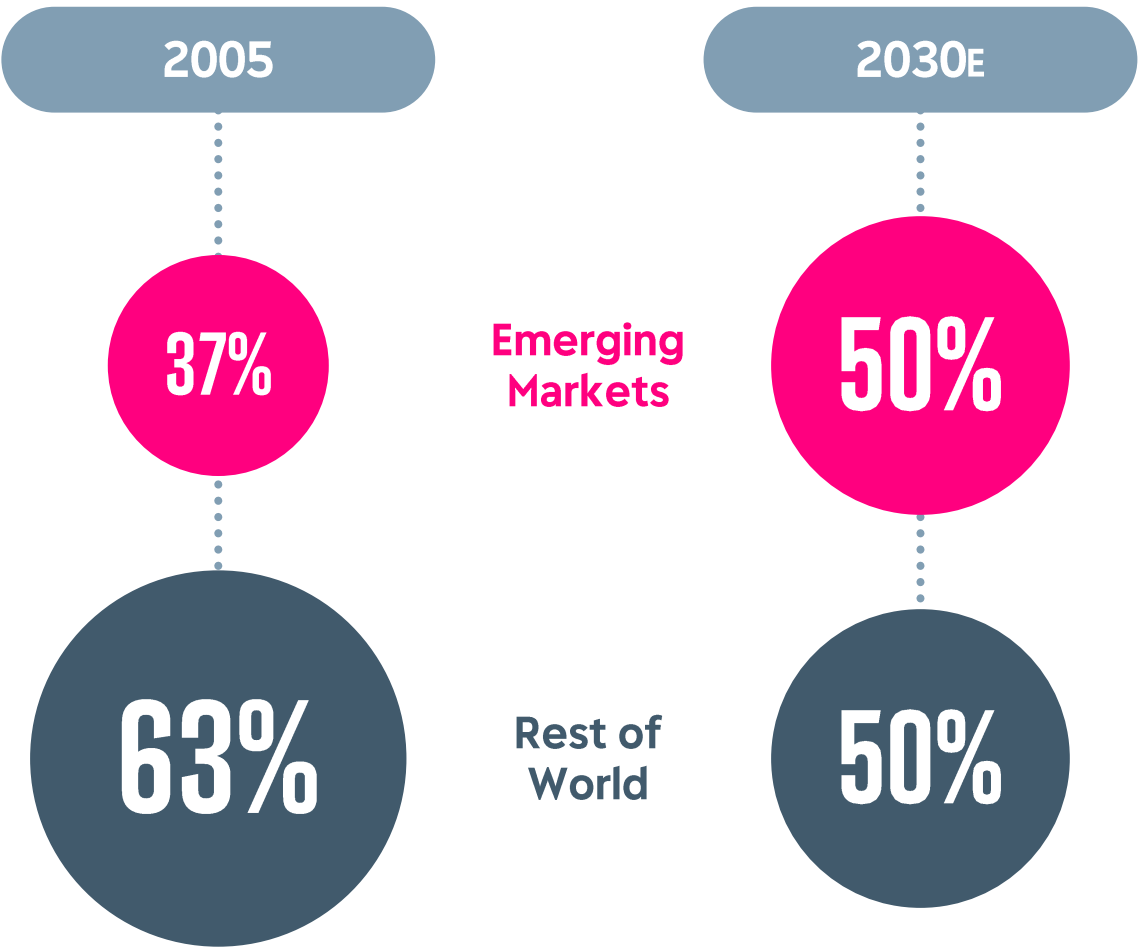


STRONG BRANDS WITH READY INNOVATION PIPELINE & SUCCESS MODELS



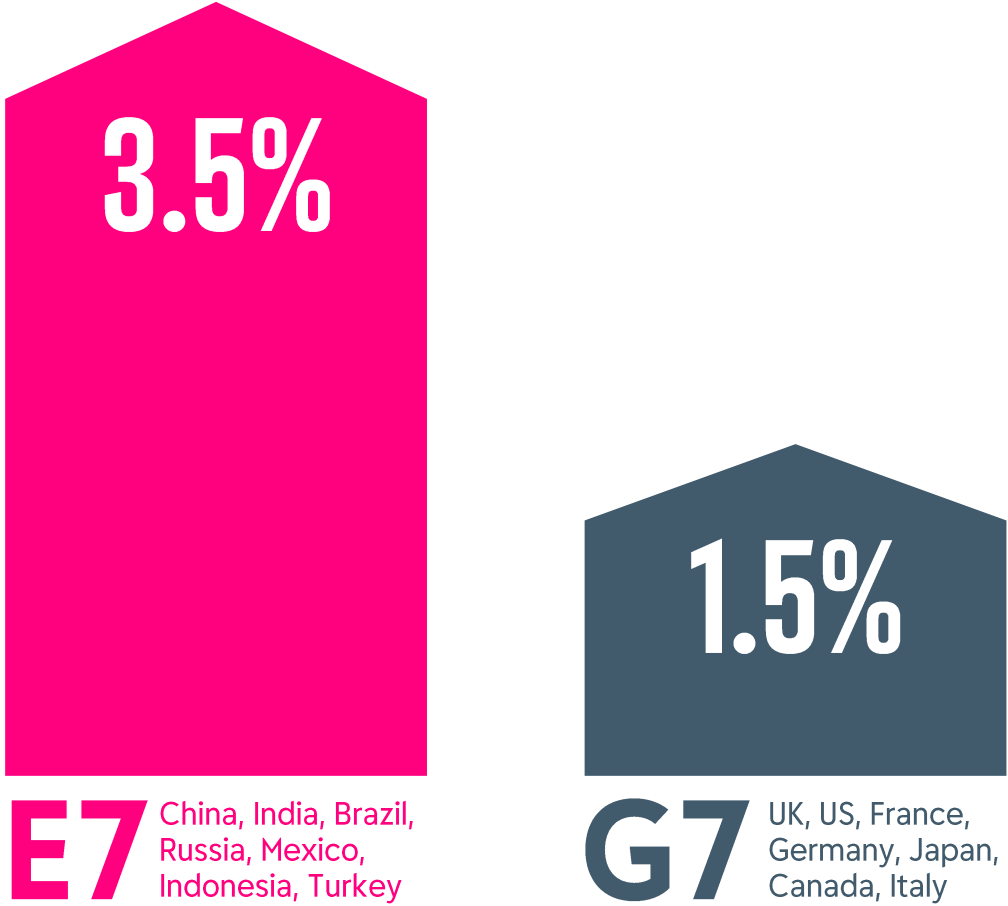
INDUSTRY LEADING GO-TO-MARKET STRENGTH : OFFLINE, ONLINE, OTC

EMERGING MARKETS FORECAST TO BE 50% OF WORLD GDP BY 2030



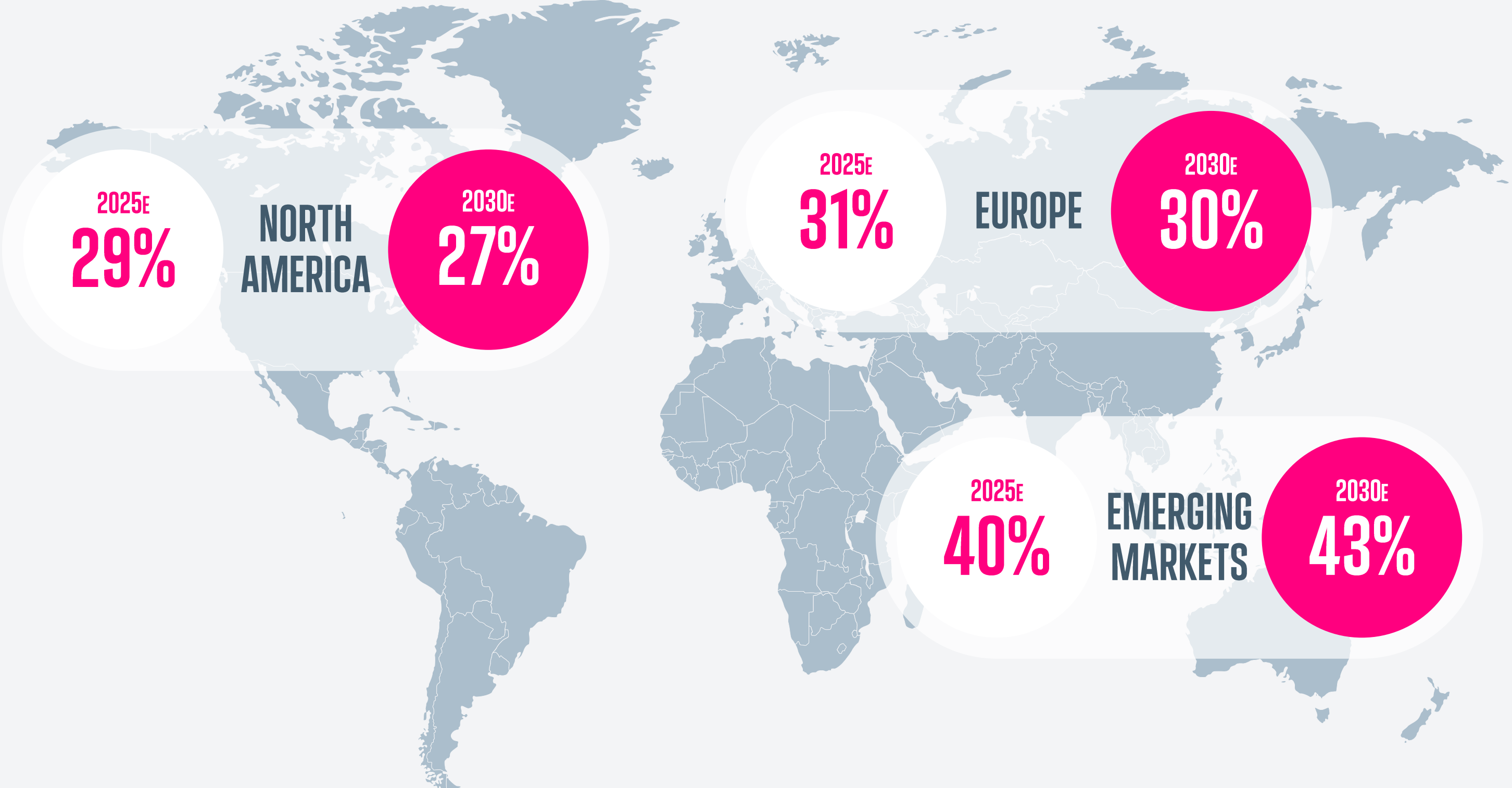
Share of World GDP* (\$BN)¹

2025-30E GDP growth² : E7 more than double G7



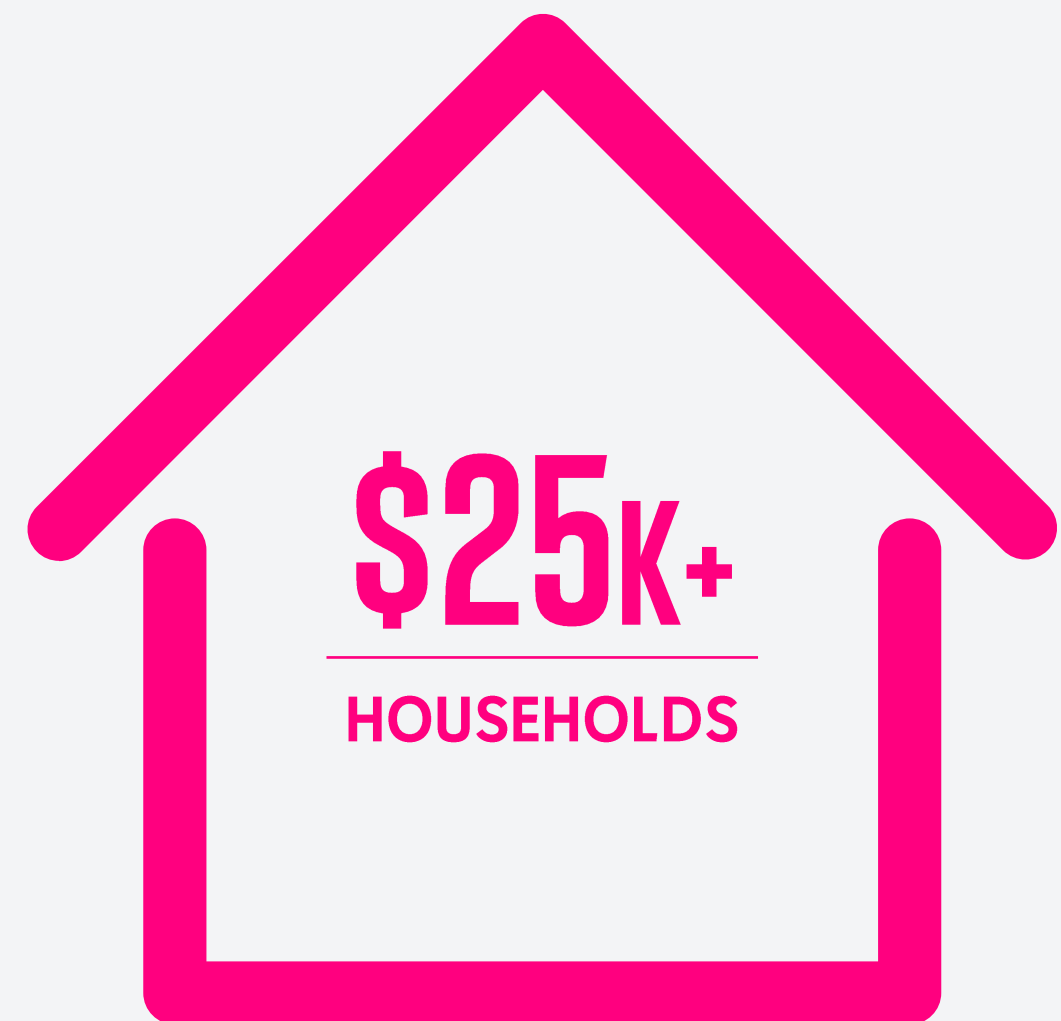
1. IMF GDP current prices. 2. IMF Real GDP Growth Data.

WITH INCREASING SHARE OF CONSUMPTION IN OUR CATEGORIES



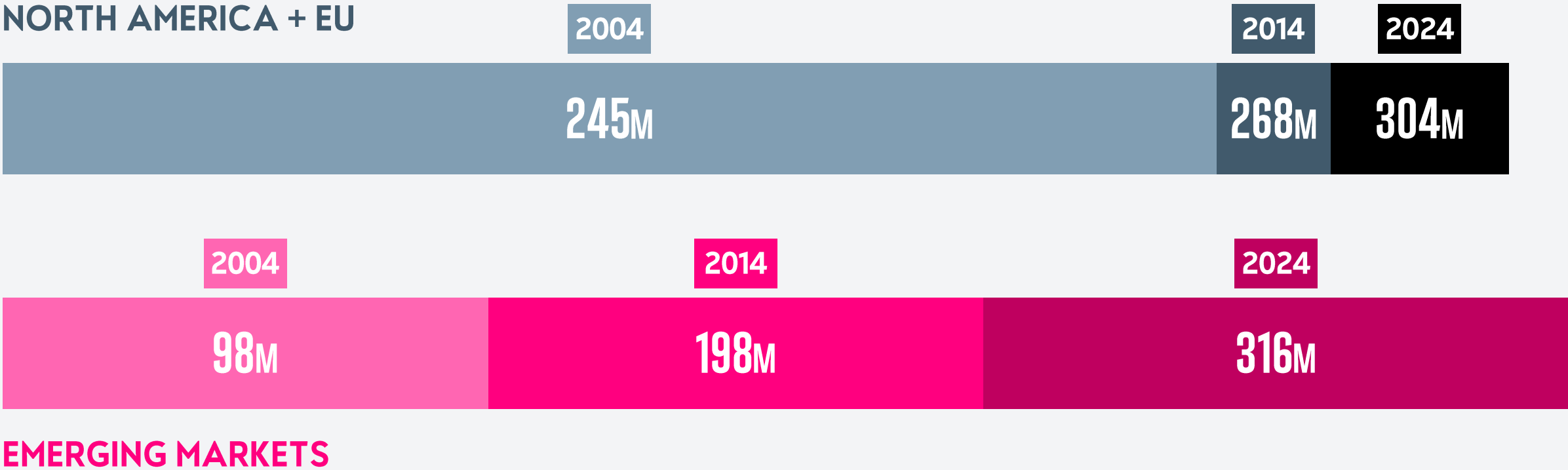
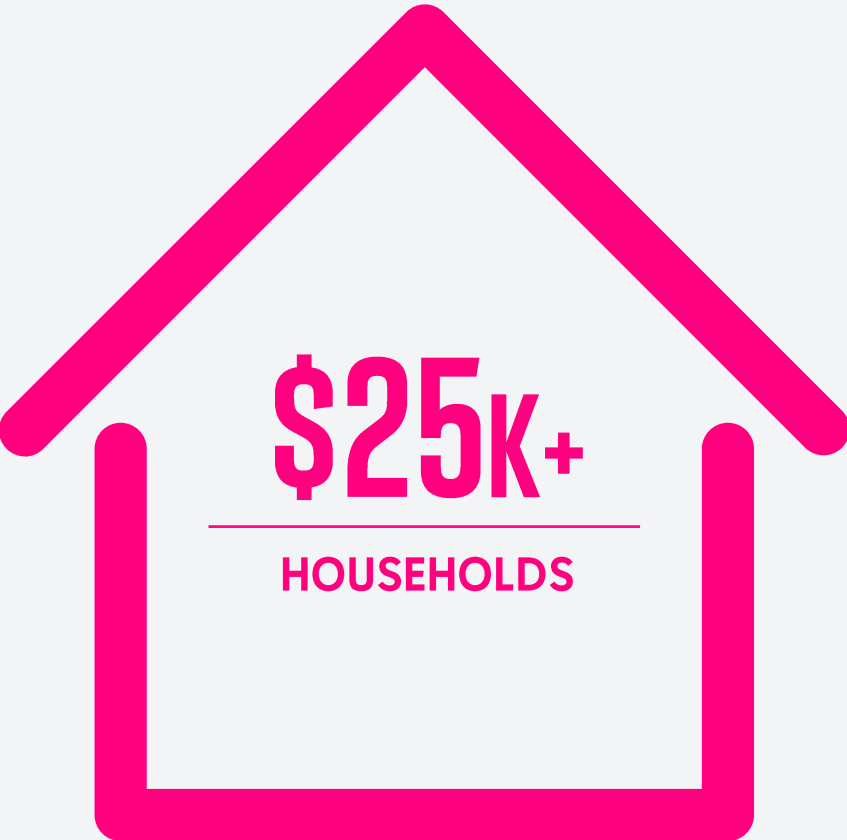
FY25 Contribution from Nielsen Strategic Planner Global, 62 markets, latest available data to Q2 25, Home, Health and Personal Care categories; Growth Projections: Euromonitor, Beauty & Personal Care, Home Care, Consumer Health categories.

CONSUMPTION GROWING **ACROSS** INCOME SEGMENTS



ANNUAL HOUSEHOLD DISPOSABLE INCOME

MORE \$25k+ HOUSEHOLDS NOW IN EMERGING MARKETS



Euromonitor, disposable income (constant). Emerging Markets data based on 40 Reckitt operated countries.

GIVING US AN OPPORTUNITY TO INTRODUCE NEW CATEGORIES...

\$10k+

MATURE CATEGORIES

Bar Soap



Toilet Cleaner



Condoms



Stain Removal



Handwash



MPC



PROJECTED 5Y GROWTH : +5%

\$25k+

NASCENT CATEGORIES

VMS



Sore Throat



Gastro



Intimate Hygiene



Laundry Additives



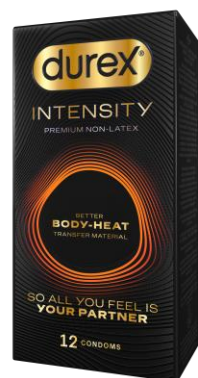
Auto Dishwash



PROJECTED 5Y GROWTH : +13%

...WHERE WE HAVE A **READY FUTURE PIPELINE** FROM EUROPE & NORTH AMERICA

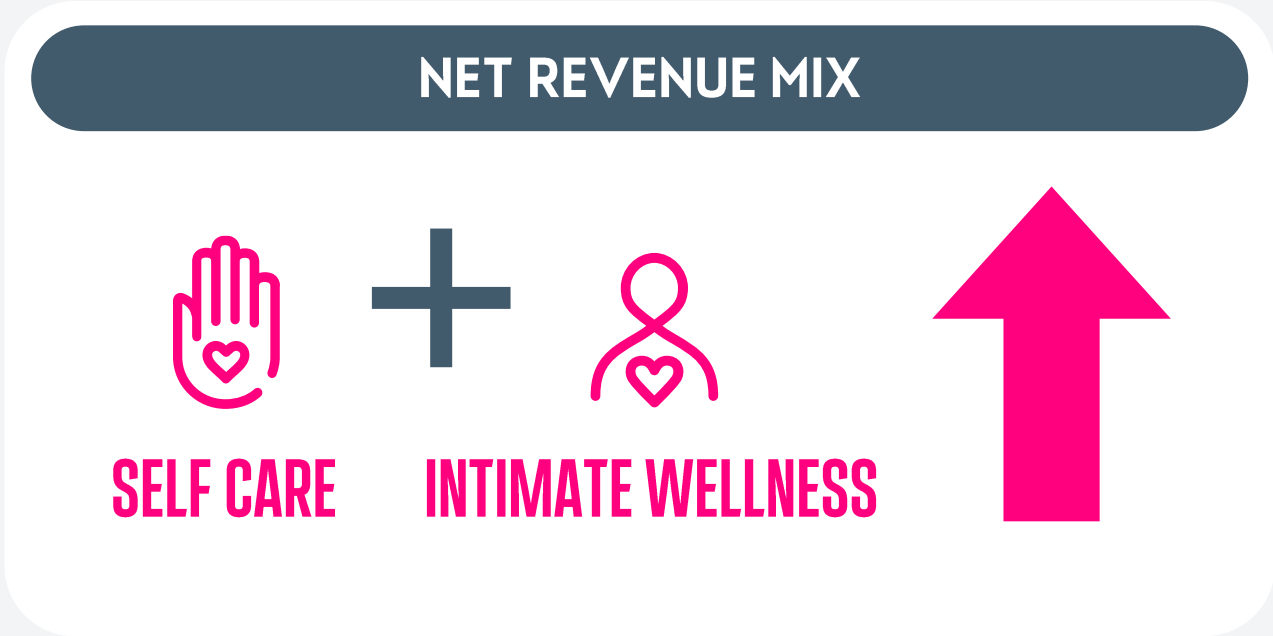
SELF CARE & INTIMATE WELLNESS



GERM PROTECTION & HOUSEHOLD CARE



NEW CATEGORIES ENABLE PREMIUMISATION AND POSITIVE MIX



GM EXPANSION

1. Based on Dettol price index in China.

OUR SUCCESS MODEL TO CAPTURE THESE OPPORTUNITIES

3 GROWTH PILLARS



CONTINUING
PENETRATION
IN MATURE
CATEGORIES



DEVELOPING
NASCENT
CATEGORIES



SCALING UP
NEXT TIER
COUNTRIES

3 EXECUTION PILLARS



OFFLINE
GTM
EXCELLENCE



ONLINE
GTM
EXCELLENCE



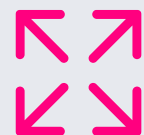
OTC
REGULATORY
& MEDICAL
EXCELLENCE

OUR SUCCESS MODEL TO CAPTURE THESE OPPORTUNITIES

3 GROWTH PILLARS



CONTINUING
PENETRATION
IN MATURE
CATEGORIES



DEVELOPING
NASCENT
CATEGORIES



SCALING UP
NEXT TIER
COUNTRIES

3 EXECUTION PILLARS



OFFLINE
GTM
EXCELLENCE



ONLINE
GTM
EXCELLENCE



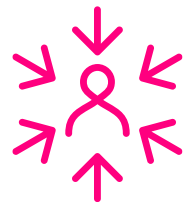
OTC
REGULATORY
& MEDICAL
EXCELLENCE



RYAN DULLEA
RYAN DULLEA
RYAN DULLEA
RYAN DULLEA
RYAN DULLEA
RYAN DULLEA
RYAN DULLEA

CHIEF CATEGORY GROWTH OFFICER

**OUR PLAYBOOK STAYS THE SAME,
WITH ADDITIONAL FOCUS ON DRIVING PENETRATION & DEVELOPING CATEGORIES**



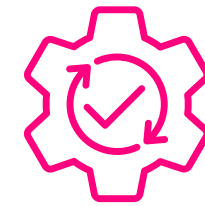
**CONSUMER
OBSESSED**



**SUPERIOR
INNOVATION**



**ICONIC BRAND
BUILDING**



**EXECUTION
EXCELLENCE**

OUR SUCCESS MODEL TO CAPTURE THESE OPPORTUNITIES

3 GROWTH PILLARS



CONTINUING
PENETRATION
IN MATURE
CATEGORIES



DEVELOPING
NASCENT
CATEGORIES



SCALING UP
NEXT TIER
COUNTRIES

3 EXECUTION PILLARS



OFFLINE
GTM
EXCELLENCE



ONLINE
GTM
EXCELLENCE



OTC
REGULATORY
& MEDICAL
EXCELLENCE

DUREX NIGERIA : CONSUMER EDUCATION UNLOCKING GROWTH

CONSUMER HABIT CHANGE



SUB-SAHARAN AFRICA
ACCOUNTS FOR c.60%
OF GLOBAL HIV CASES¹



NEW STI CASES A YEAR²

Behaviour change communications



ACCESSIBILITY

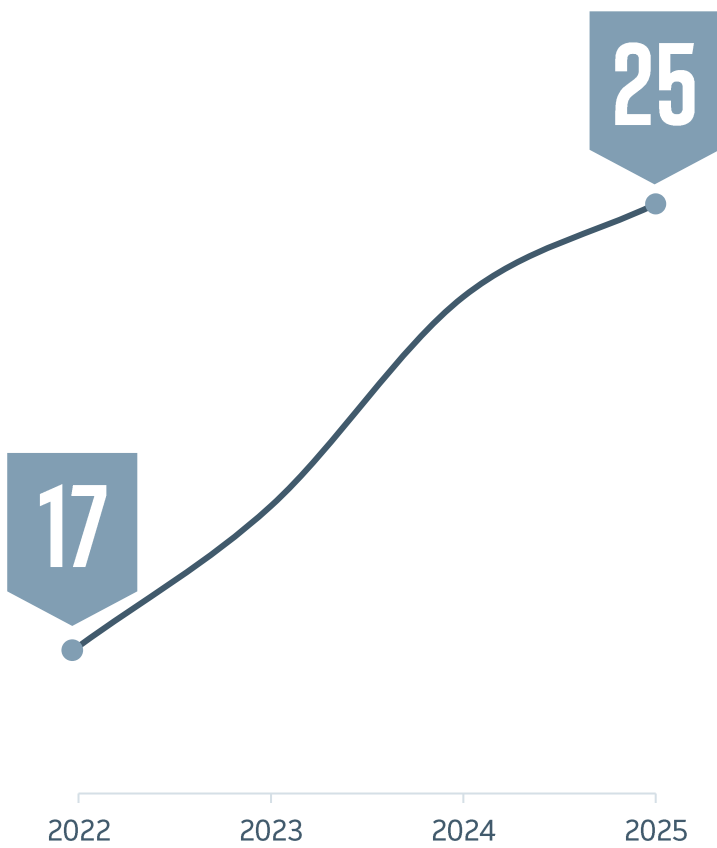
Affordable entry pack



~~₦~~ 1000/-

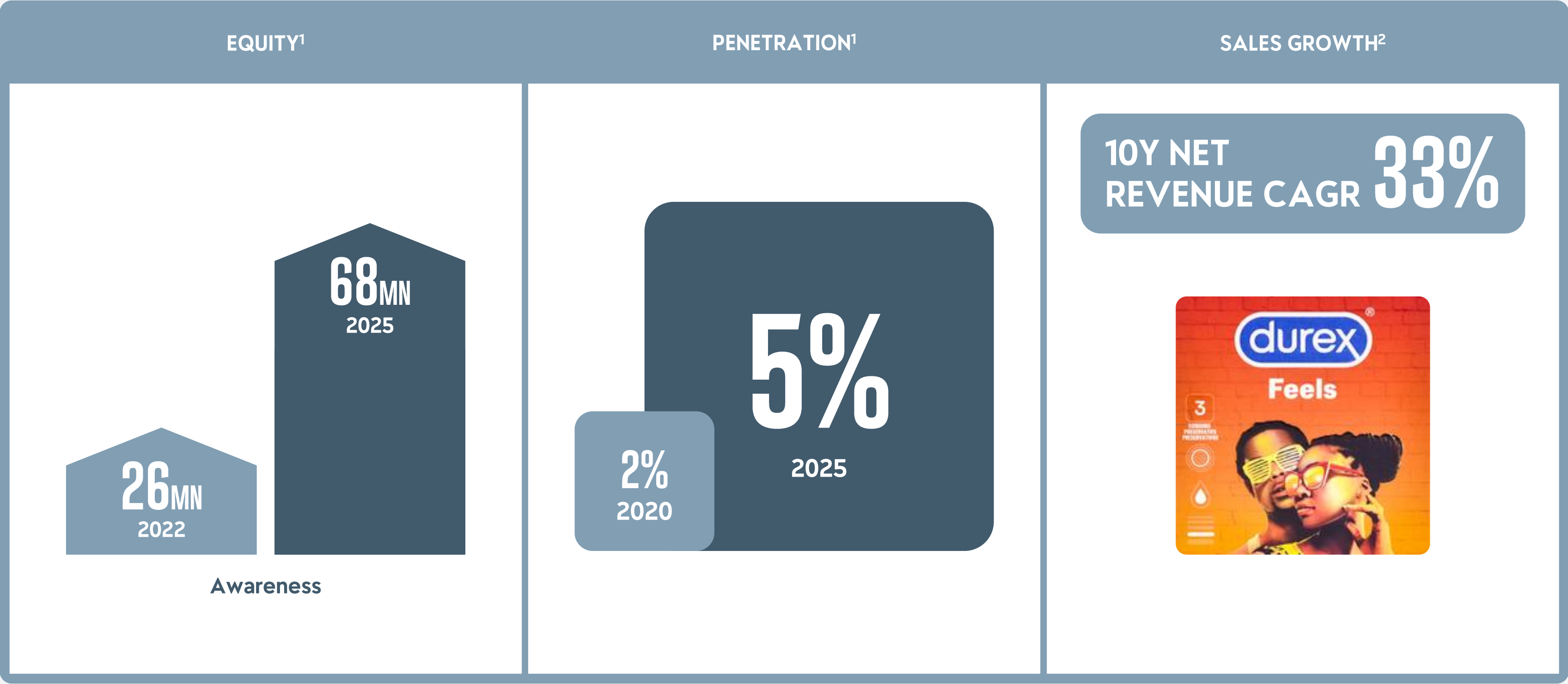
AVAILABILITY³

Reach ('000 stores)



1. UNAIDS, Global HIV & AIDS statistic – Fact sheet. 2. Estimates based on 374m new cases a year with Sub-Saharan Africa accounting for approximately 40% as per 2018-2024 demographic and health survey data. 3. Reckitt internal direct coverage/sell-in data.

DUREX NIGERIA : CONSUMER EDUCATION UNLOCKING GROWTH



1. Internal Reckitt Data. 2. 2015-2025E at 2024 average exchange rate.

HARPIC INDIA : GROWING PENETRATION BY ENCOURAGING TOILET USE

CONSUMER HABIT CHANGE

Partner with government for universal toilet access to curb ODF¹



2014
43%

2025
99%

Behaviour change communications



✓ Proof of action



★ 1 Leading public figure

ACCESSIBILITY

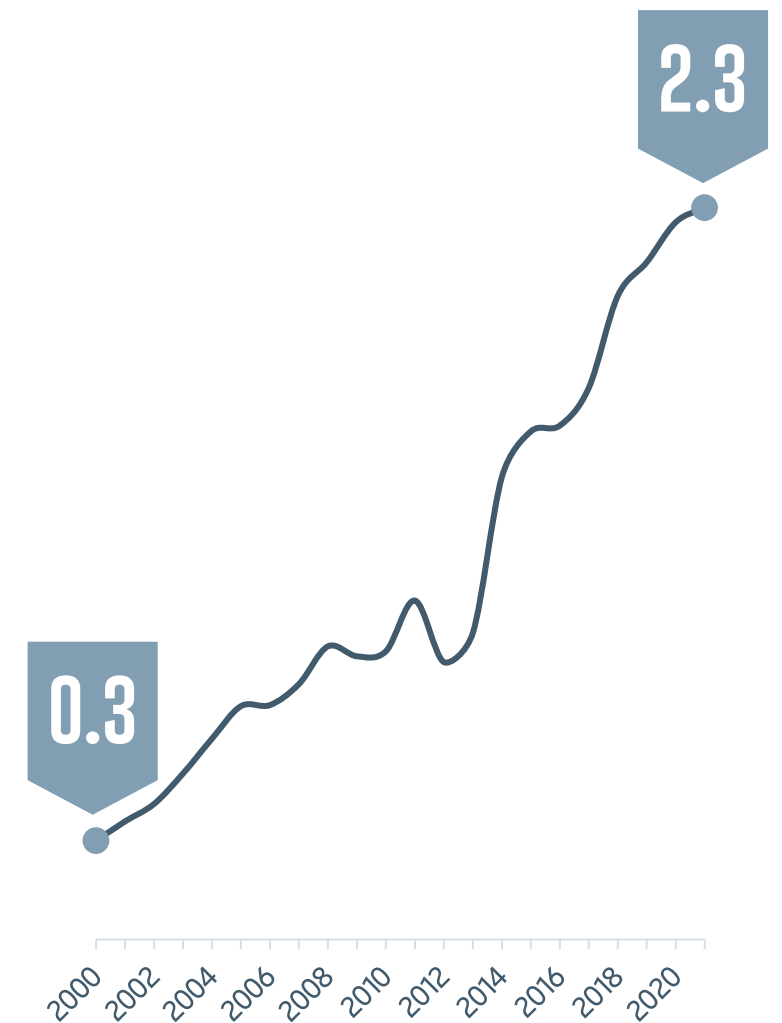
Affordable entry pack



₹ 40/-

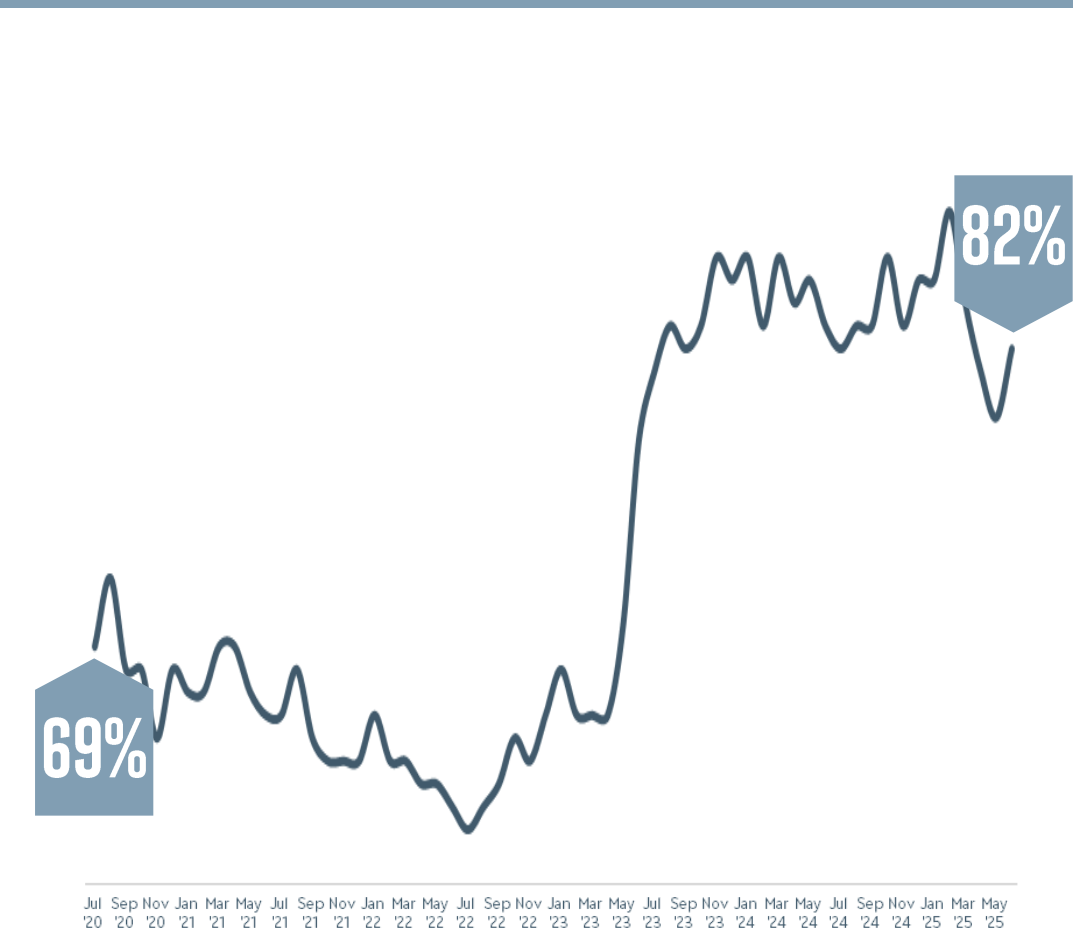
AVAILABILITY²

Reach (MN Stores)



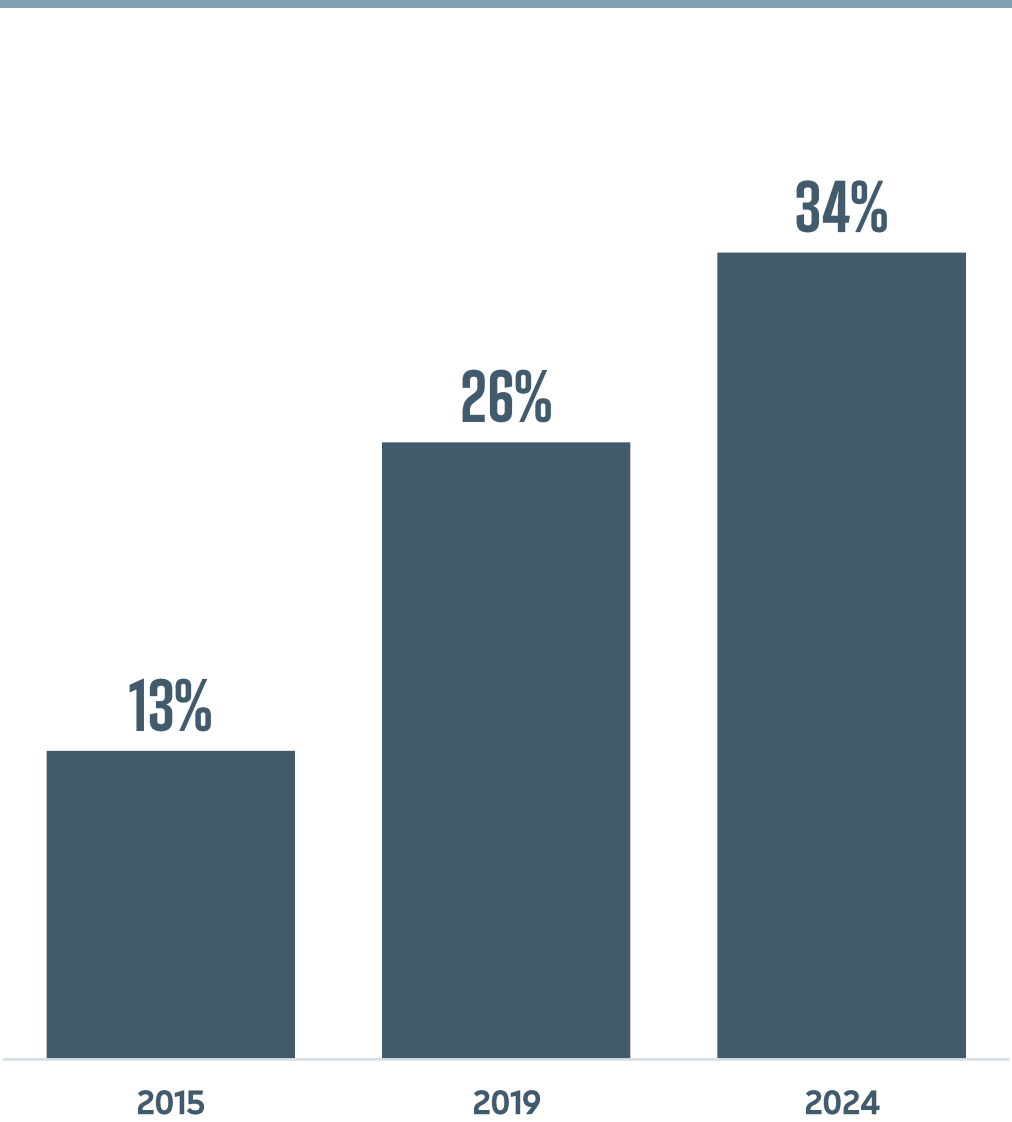
HARPIC INDIA : GROWING PENETRATION BY ENCOURAGING TOILET USE

EQUITY¹



Removes the toughest stains

PENETRATION²



SALES GROWTH³



1. Hall and Partners Equity Tracker. 2. Kantar Worldpanel Data. 3. 2015-2025E at 2024 average exchange rate.

OUR SUCCESS MODEL TO CAPTURE THESE OPPORTUNITIES

3 GROWTH PILLARS



CONTINUING
PENETRATION
IN MATURE
CATEGORIES



DEVELOPING
NASCENT
CATEGORIES



SCALING UP
NEXT TIER
COUNTRIES

3 EXECUTION PILLARS



OFFLINE
GTM
EXCELLENCE



ONLINE
GTM
EXCELLENCE



OTC
REGULATORY
& MEDICAL
EXCELLENCE

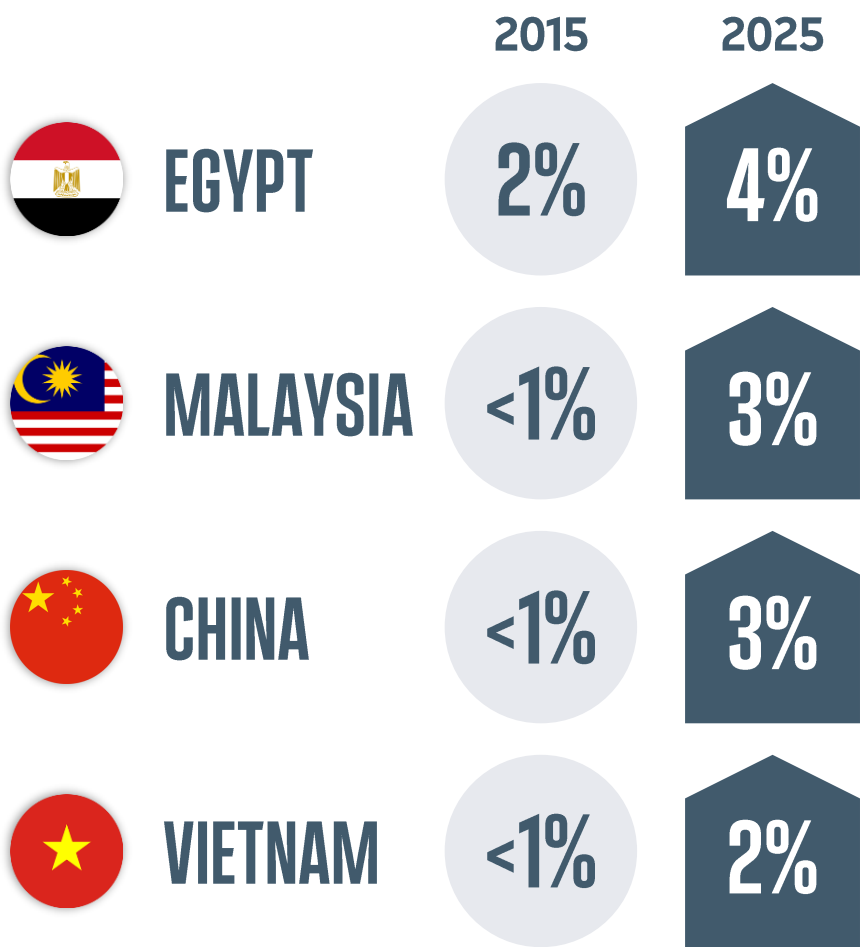
GROWING AUTODISH CATEGORY BY ENCOURAGING DISHWASHER ADOPTION

HAND DISH IS A SIZEABLE HABIT¹

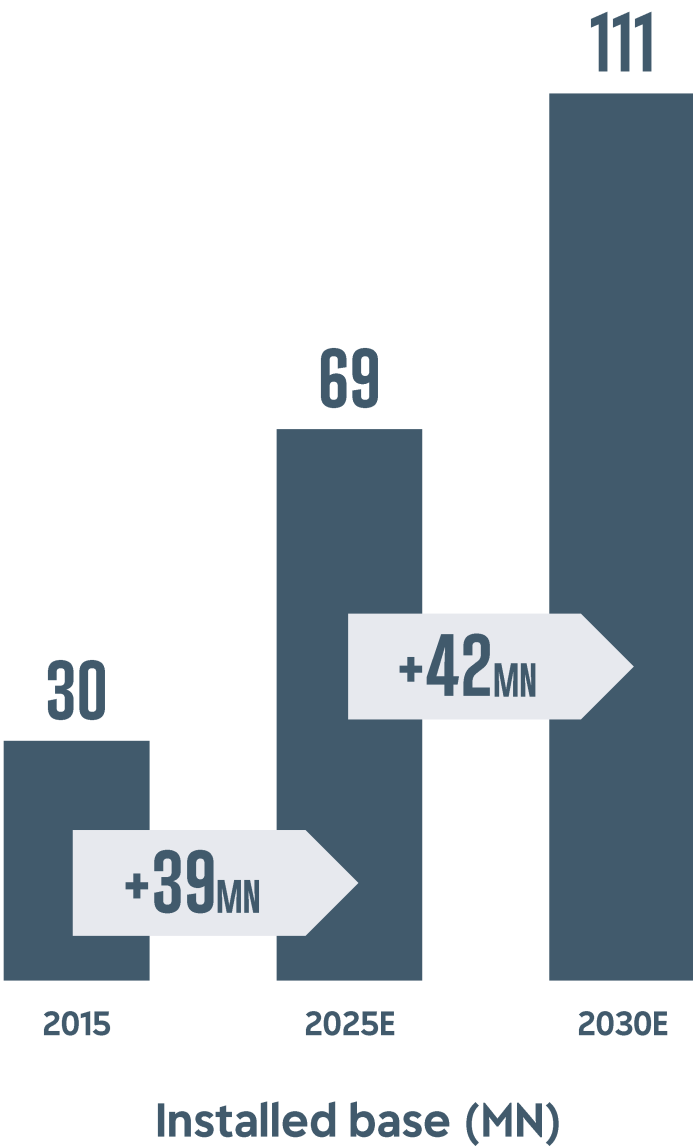
Category size
c.\$10BN



DISHWASHER PENETRATION GROWING²



DRIVING LARGER INSTALLED BASE²



1. Euromonitor. 2. Internal modelling based on Euromonitor, Nielsen and GfK figures.

WE HAVE A PROVEN SUCCESS MODEL

MANUFACTURER PARTNERSHIPS



BOSCH

SIEMENS



LG

BRASTEMP

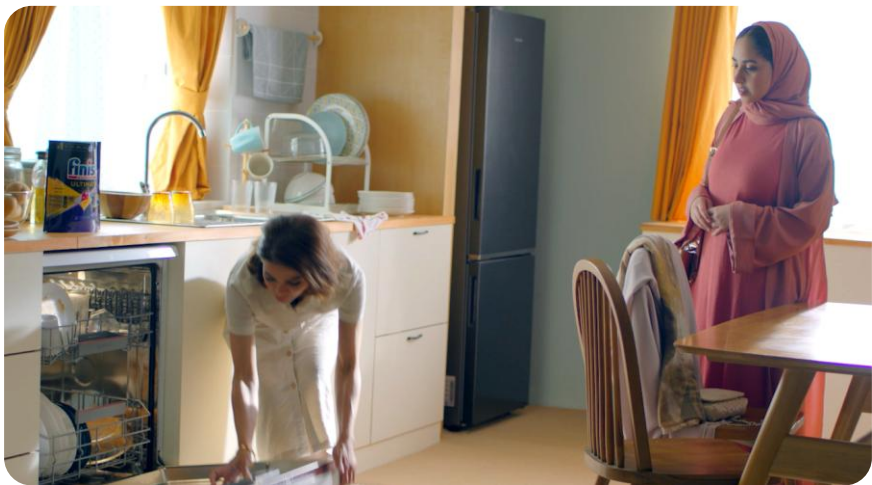
**اكسترا
extra**

Liverpool

TOSHIBA

Midea

CONSUMER EDUCATION



Local consumer insights

RESULTS¹

10Y NET
REVENUE CAGR **14%**



1. 2015-2025E at 2024 average exchange rate.

EMERGING MARKETS CONSUMERS ARE INCREASINGLY LOOKING FOR SELF CARE

DIET AND OBESITY¹

43% ARE PREDICTED
TO BE OVERWEIGHT



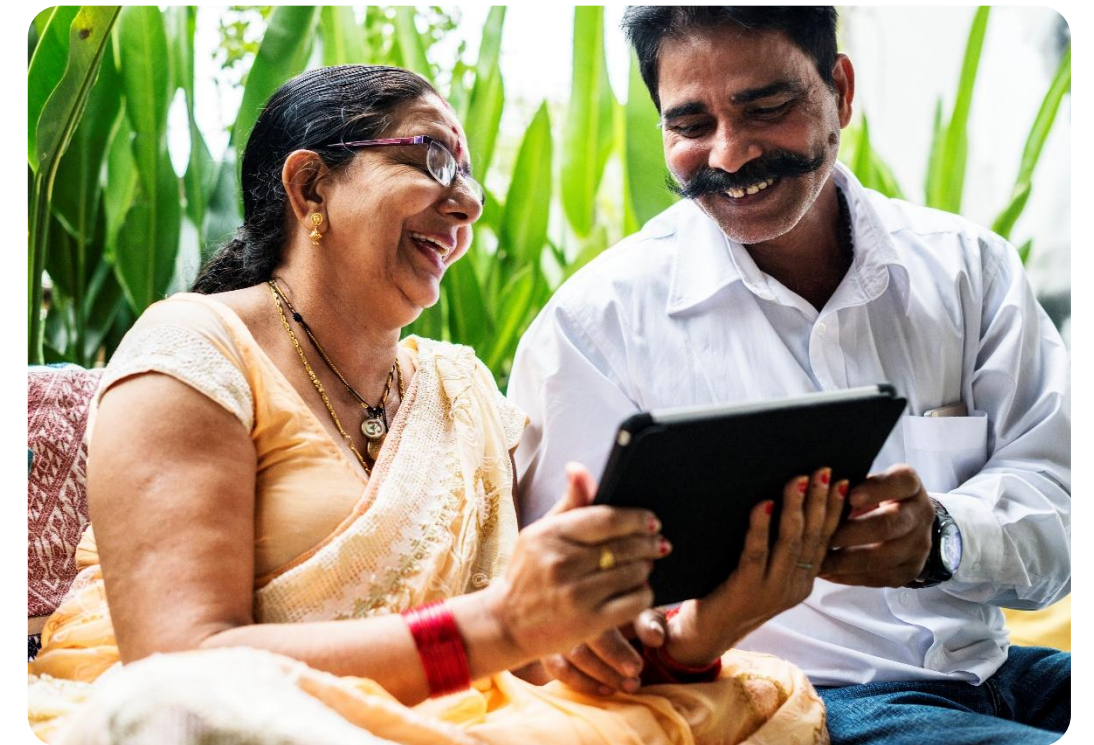
URBANISATION²

80% WILL LIVE IN
URBAN AREAS



AGEING POPULATION³

c.20% WILL BE OVER
65 YEARS OLD



WE HAVE A PROVEN SUCCESS MODEL FOR CATEGORY DEVELOPMENT HERE TOO...

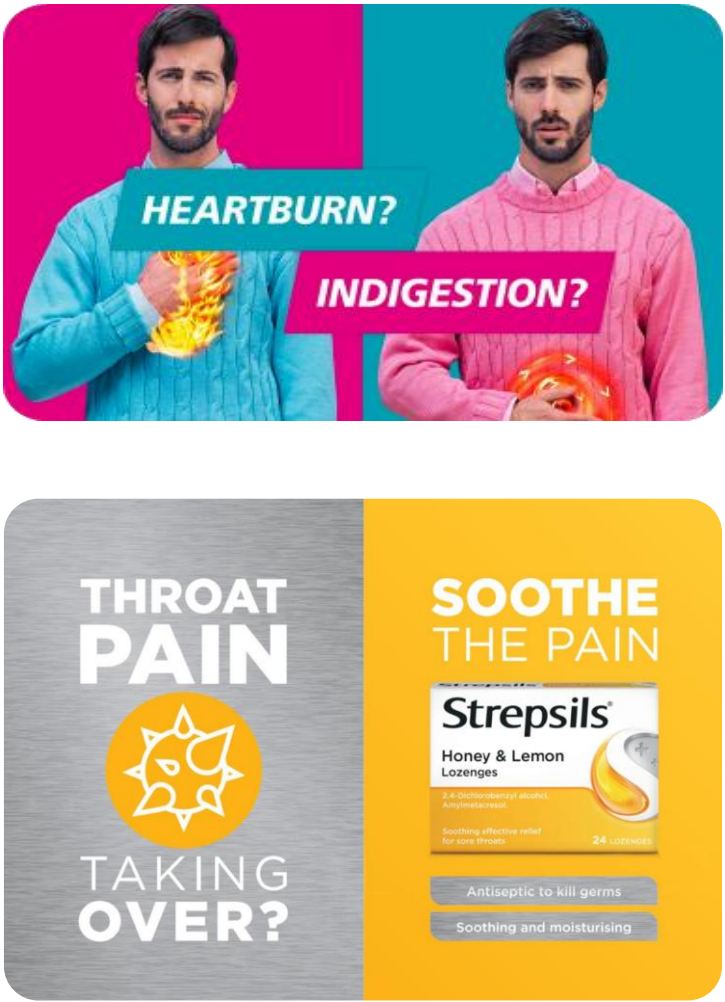
HEALTH CARE PARTNERSHIPS

Strategic engagement with
Health Care Professionals



CONSUMER EDUCATION

Symptom-led communication



FOCUS ON MEGA CITIES

LuftaGastro scale-up



...WINNING HCP ENDORSEMENT AND DELIVERING STRONG RESULTS

LUFTAGASTRO IN BRAZIL¹

#1 BRAND

MOST PRESCRIBED BY
GASTROENTEROLOGISTS



GRANEODIN IN MEXICO²

#1 BRAND

MOST PRESCRIBED BY
GENERAL PRACTITIONERS



RESULTS³

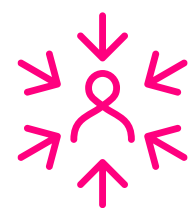
5Y NET
REVENUE CAGR **12%**



1. IQVIA GPS.MAT-OCT'25. 2. Close Up Mexico Data Sept 2025. 3. 2020-2025E at 2024 exchange rate, OTC across EM. HCP = Health Care Professionals.

**WE ARE LEVERAGING OUR WINNING PLAYBOOK &
INVESTING TO GROW EMERGING MARKETS**

CREATING CENTRES OF EXCELLENCE ACROSS MAJOR MARKETS



**CONSUMER
OBSESSED**



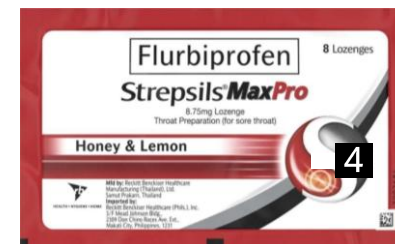
○ R&D Centres

○ Category Acceleration Pods

CREATING **PENETRATION & DISTRIBUTION** ENABLING INNOVATION



**SUPERIOR
INNOVATION**



SIZING/PRICING DRIVING PENETRATION

LEVERAGING OUR **ICONIC PORTFOLIO** OF POWERBRANDS & LOCAL HEROES



ICONIC BRAND
BUILDING

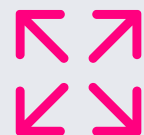


THE THIRD PILLAR OF GROWTH

3 GROWTH PILLARS



CONTINUING
PENETRATION
IN MATURE
CATEGORIES



DEVELOPING
NASCENT
CATEGORIES



SCALING UP
NEXT TIER
COUNTRIES

3 EXECUTION PILLARS



OFFLINE
GTM
EXCELLENCE

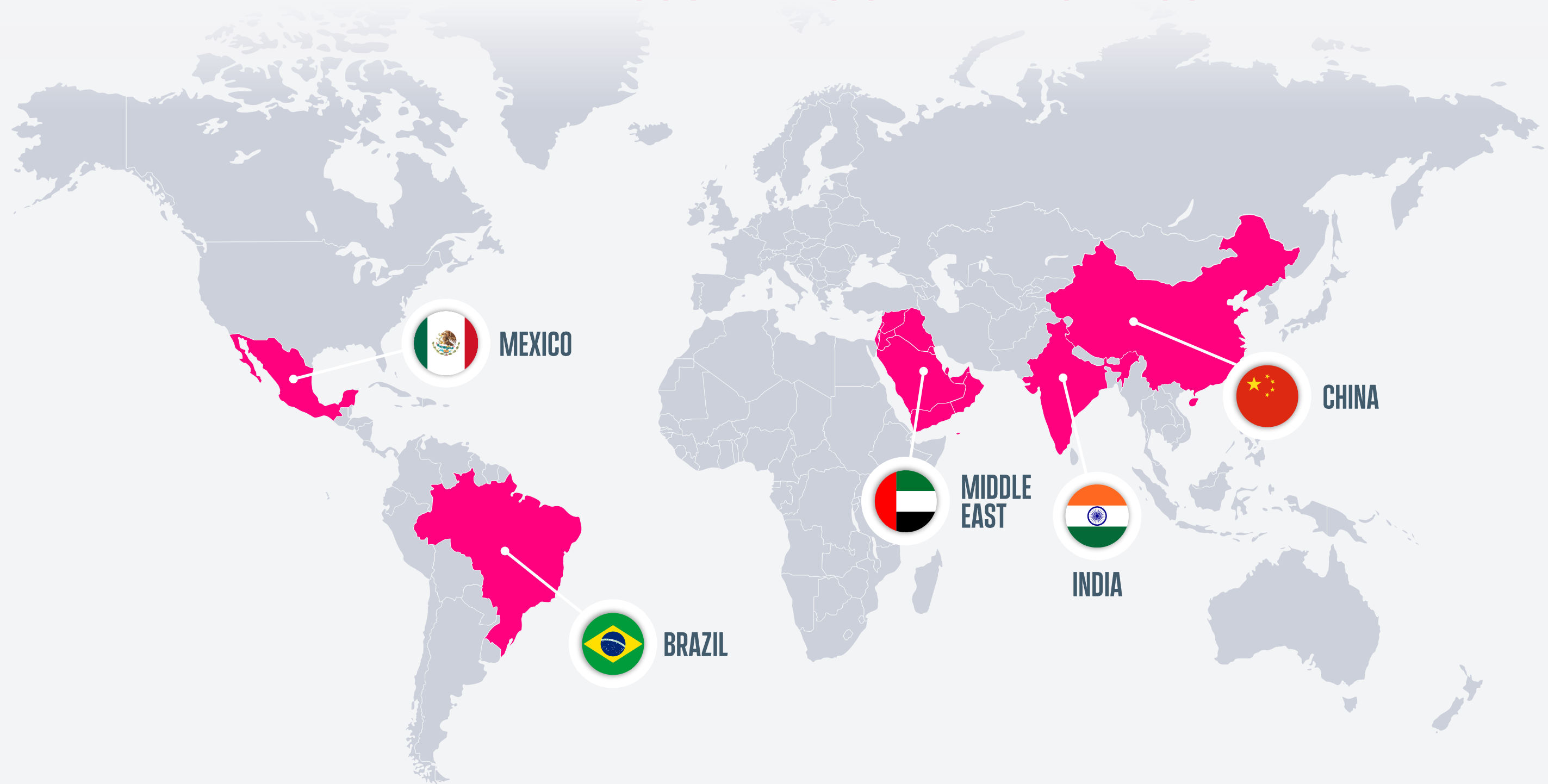


ONLINE
GTM
EXCELLENCE



OTC
REGULATORY
& MEDICAL
EXCELLENCE

WE HAVE MANY COUNTRIES OPERATING AT SCALE



HOWEVER, WE STILL HAVE LARGE COUNTRIES WITH **INCREMENTAL OPPORTUNITY**



 **SIZEABLE POPULATION**

 **MSD GDP GROWTH¹**

1. Average GDP Growth. Source IMF Real GDP Growth Data.



AFRICA

BY 2030
+100
MILLION
URBAN CONSUMERS¹

MOSTLY IN
12
MEGA CITIES

1. United Nations World Urbanisation Prospects 2025.



VIETNAM

**100
MILLION
POPULATION¹**

**FASTEST
GROWING
GDP IN ASEAN²**

OUR SUCCESS MODEL TO CAPTURE THESE OPPORTUNITIES

3 GROWTH PILLARS



CONTINUING
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IN MATURE
CATEGORIES



DEVELOPING
NASCENT
CATEGORIES



SCALING UP
NEXT TIER
COUNTRIES

3 EXECUTION PILLARS



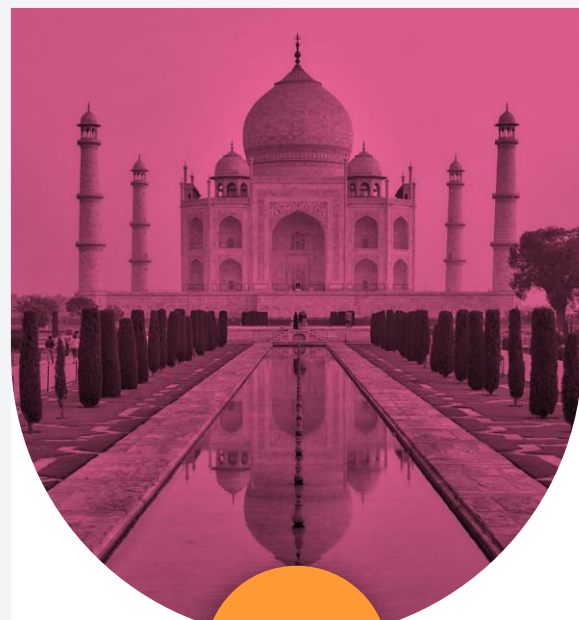
OFFLINE
GTM
EXCELLENCE



ONLINE
GTM
EXCELLENCE



OTC
REGULATORY
& MEDICAL
EXCELLENCE



INDIA



INDIA HAS OVER

11MN
STORES¹
10x EUROPE²



OFFLINE CONTRIBUTES

c.85%
OF TOTAL
RETAIL SALES³



INDIA

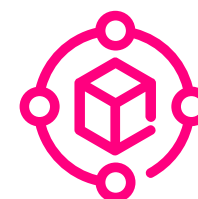
WINNING IN OFFLINE IS CRUCIAL TO WINNING IN INDIA, **AND WE DO IT BY BEING PRECISE**



**RIGHT
TOWNS
TO SERVE**



**RIGHT
STORES
TO TARGET**



**RIGHT
ASSORTMENT
TO SELL**



**RIGHT
VISIBILITY
ON SHELF**

DRIVEN BY DATA & TECHNOLOGY

OUR SUCCESS MODEL TO CAPTURE THESE OPPORTUNITIES

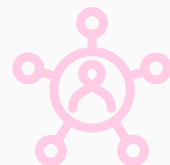
3 GROWTH PILLARS



CONTINUING
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IN MATURE
CATEGORIES



DEVELOPING
NASCENT
CATEGORIES



SCALING UP
NEXT TIER
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OFFLINE
GTM
EXCELLENCE



ONLINE
GTM
EXCELLENCE



OTC
REGULATORY
& MEDICAL
EXCELLENCE



CHINA



ECOMMERCE CAPITAL
OF THE WORLD

50%
OF GLOBAL ECOM¹



TRADITIONAL ECOM
REMAINS STRONG²

SOCIAL COMMERCE
ACCELERATING



c.800M
monthly
active users³

c.50%
of households
buy FMCG⁴

2hrs
daily on
platform⁵

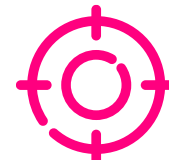


CHINA

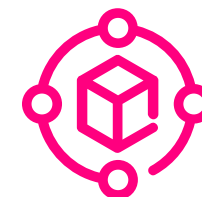
OUR DEEP ECOMMERCE EXPERTISE KEEPS US AHEAD OF THE CURVE



**SPEED OF
INNOVATION**



**POWERFUL
CONTENT**



**FAST FEEDBACK
LOOP**



**GREAT CUSTOMER
SERVICE**

DRIVEN BY DATA & TECHNOLOGY

OUR SUCCESS MODEL TO CAPTURE THESE OPPORTUNITIES

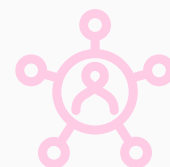
3 GROWTH PILLARS



CONTINUING
PENETRATION
IN MATURE
CATEGORIES



DEVELOPING
NASCENT
CATEGORIES



SCALING UP
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OFFLINE
GTM
EXCELLENCE



ONLINE
GTM
EXCELLENCE



OTC
REGULATORY
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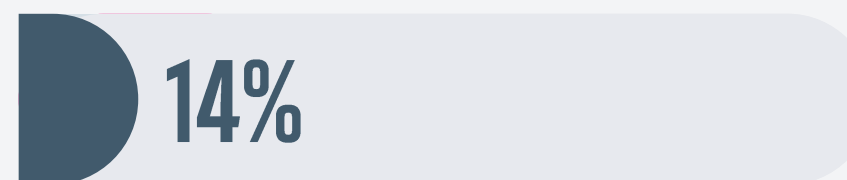


LATIN
AMERICA

OTC NORTHSTAR FOR EMERGING MARKETS



OTC CONTRIBUTION¹
EMERGING MARKETS



LATAM



ACHIEVED VIA



REGULATORY
PREPARATION



BUILDING
CAPABILITIES

1. 2025E Net Revenue at 2024 average exchange rate.

EXECUTION PILLARS



OFFLINE GTM
EXCELLENCE



ONLINE GTM
EXCELLENCE



OTC
EXCELLENCE

CENTRES OF EXCELLENCE



**RAISING
THE BAR ACROSS
EMERGING MARKETS**

3

SUSTAINABLE GROWTH

HSD GROWTH & VALUE CREATION

EXECUTION EXCELLENCE



CONTINUING PENETRATION OPPORTUNITY



POTENTIAL FOR NEW CATEGORIES



READY PIPELINE AVAILABLE



SCALABLE PLAYBOOKS – OFFLINE, ONLINE, OTC

GROWTH
GROWTH
GROWTH
GROWTH
GROWTH
GROWTH
GROWTH

GROWTH

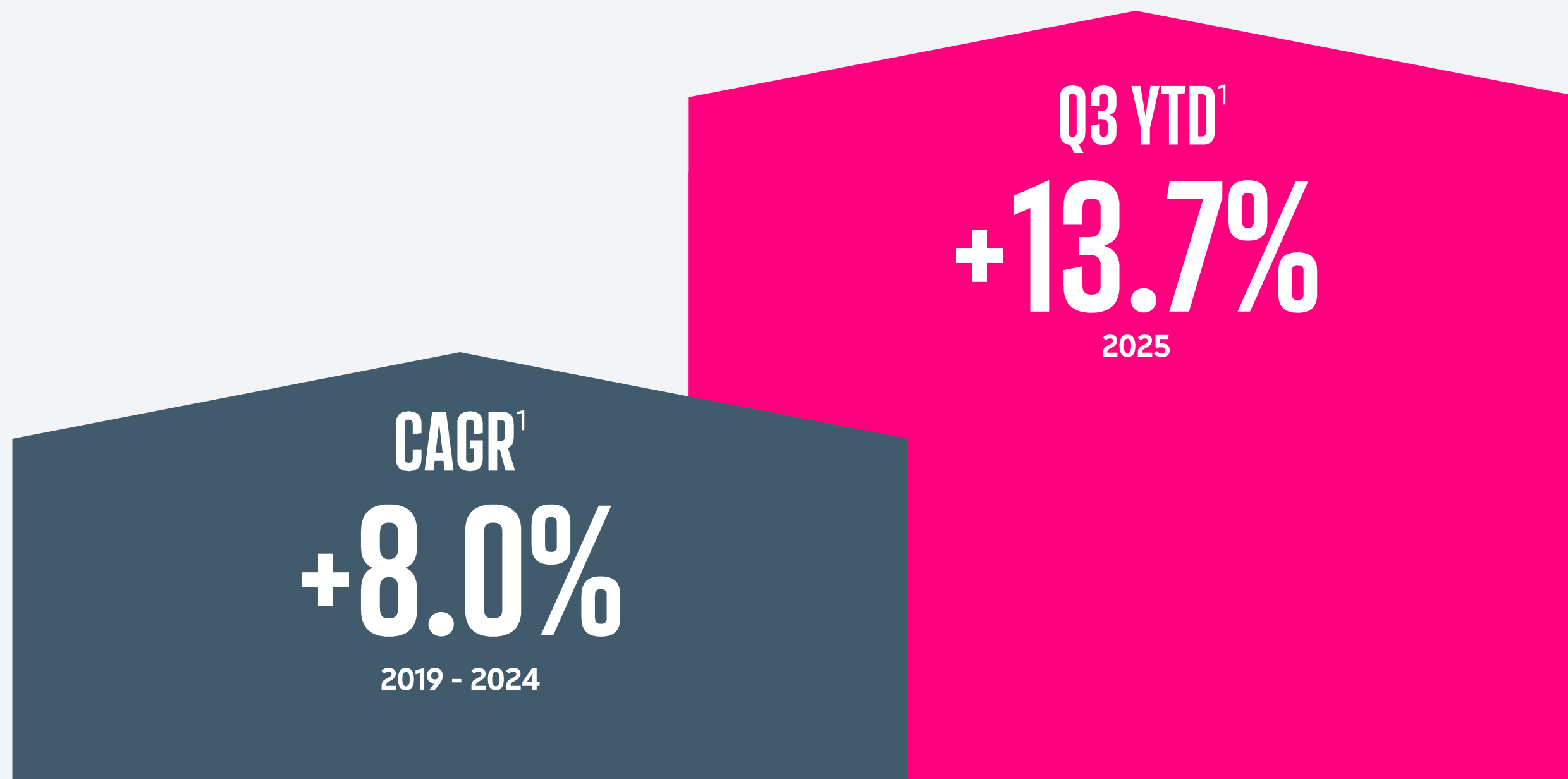
VALUE CREATION
VALUE CREATION
VALUE CREATION
VALUE CREATION
VALUE CREATION
VALUE CREATION
VALUE CREATION



SHANNON EISENHARDT
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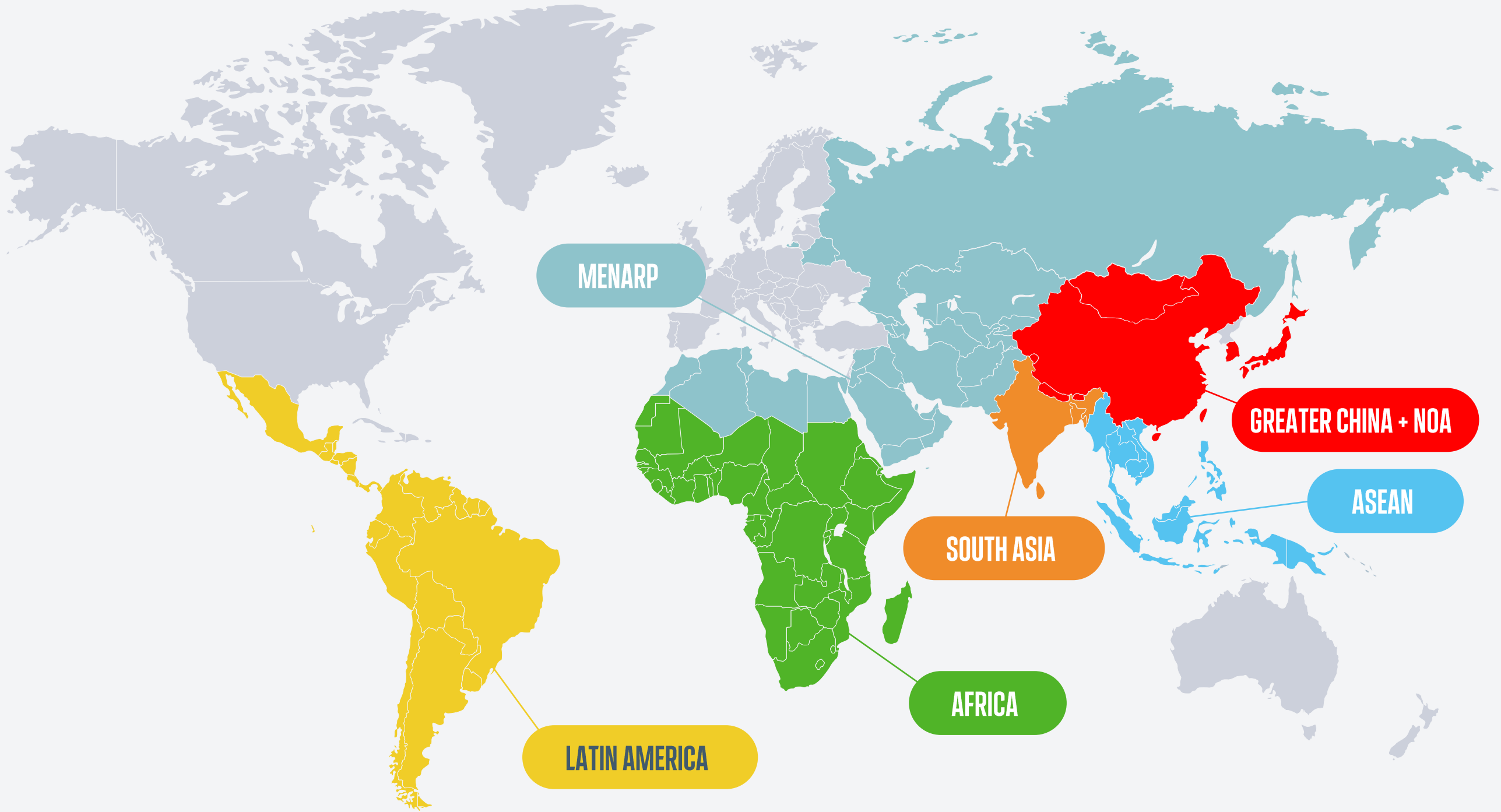
CHIEF FINANCIAL OFFICER

SUSTAINED STRONG GROWTH IN EMERGING MARKETS

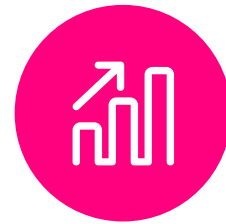


1. Annual net revenue growth such that the foreign currency conversion uses the same exchange rates as were applied in the previous financial year and excludes the effect of applying hyperinflation accounting in the relevant subsidiaries and excludes revenue from businesses disposed during the period.

**BROAD-BASED
GROWTH
ACROSS OUR
6 REGIONS**

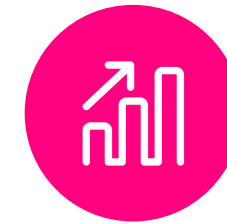


NOA = North Asia



**EMERGING MARKETS
GROWING LFL NET REVENUE
SUSTAINABLY AT**

**HIGH
SINGLE-DIGIT %**



**MEDIUM-TERM LFL
NET REVENUE GUIDANCE
FOR CORE RECKITT**

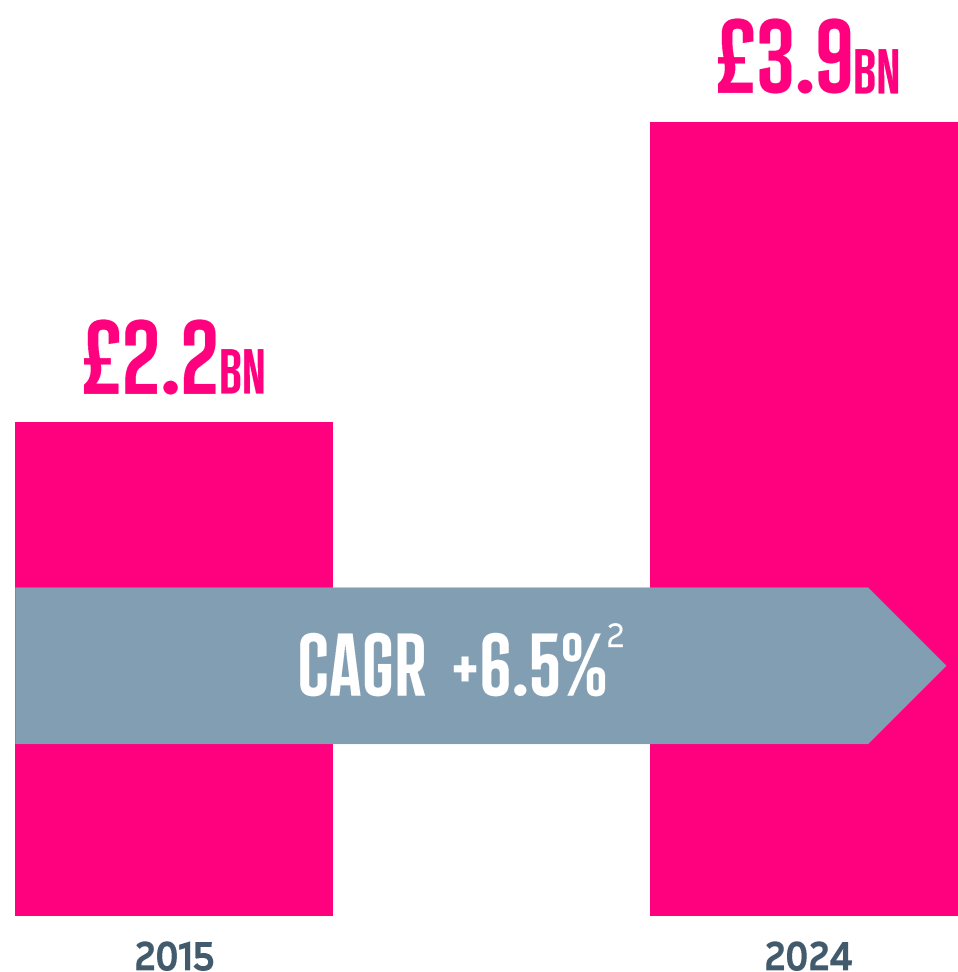
+4%

TO

+5%

EVEN WITH CURRENCY DEVALUATION, WE HAVE **GROWN MSD**

NET REVENUE (CONSTANT FX)¹



CAGR AT ACTUAL FX

+5.3%

1. Net Revenue for both years translated using FY 2024 average exchange rates. 2015 excludes revenue from businesses disposed since then. 2. Annual net revenue growth such that the foreign currency conversion uses the same exchange rates as were applied in the previous financial year and excludes the effect of applying hyperinflation accounting in the relevant subsidiaries and excludes revenue from businesses disposed during the period.

FX : WE FOCUS ON **STRUCTURAL INTEGRITY** OF COUNTRY P&LS



MANAGE GM LEVERS OF SIZING, PRICING & CATEGORY MIX



AIM TO TAKE PRICE IN A CONSISTENT WAY



MINIMISE EXPOSURE THROUGH SOURCING AND CONSISTENT HEDGING

WE ACTIVELY DRIVE MIX TOWARDS HIGH MARGIN CATEGORIES

EM NR CONTRIBUTION %¹



GROSS MARGIN %

2019

63%

37%

2025^E

57%

43%

GROSS MARGIN EXPANSION²



+300 BPS

2019 – 2025^E

1. 2019 excludes business that have been disposed since 2019. Amounts translated using FY 2024 average exchange rates. 2019 excludes revenue from businesses disposed since then. 2. Gross Margin is calculated using FY 2024 average exchange rates.

INVESTING FOR GROWTH



OUR EMERGING MARKETS AOP MARGIN IS GOOD



GROSS MARGIN UPSIDE ENABLES INVESTMENT



FIXED COST REDUCTION DRIVES BEI & MARGIN GROWTH



A LEVER TO GROW GROUP AOP AHEAD OF NET REVENUE LFL

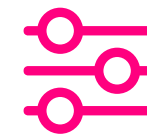
KEY TAKEAWAYS



**HIGH QUALITY,
VOLUME-LED
HSD GROWTH
IN EM**



**REINVESTING
TO CAPTURE
THE GROWTH
OPPORTUNITY**



**LEVERS TO
DRIVE GROUP
AOP AHEAD
OF NR**



FOCUS ON
FOCUS ON
FOCUS ON
FOCUS ON
FOCUS ON

**EMERGING
MARKETS**

1
**STRONG
FOUNDATIONS**

TRUSTED MARKET LEADING BRANDS

EXPERIENCED LEADERSHIP

2
**STEADY
ACCELERATION**

CATEGORY DEVELOPMENT

EXECUTION EXCELLENCE

3
**SUSTAINABLE
GROWTH**

HSD, VALUE CREATING GROWTH

SCALABLE PLAYBOOKS



STRONG

STEADY

SUSTAINABLE

VALUE-CREATING GROWTH



FOCUS ON
FOCUS ON
FOCUS ON
FOCUS ON
FOCUS ON

**EMERGING
MARKETS**