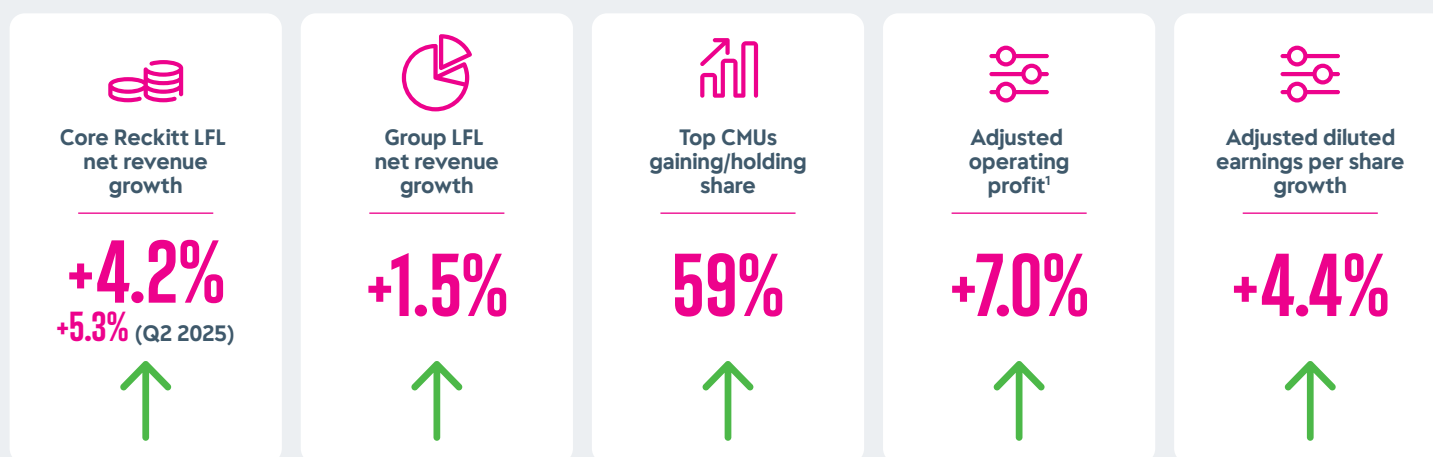


INVESTMENT PROPOSITION

"This is a strong first-half performance with Core Reckitt growing like for like net revenues 4.2%, demonstrating the strength of our Powerbrands and the positive impact of the strategy we launched a year ago. We have taken a significant step to unlocking value with the announced divestment of Essential Home. Our new operating structure has sharpened our focus, delivering improved execution with continued market share gains and volume momentum. We delivered excellent growth in Emerging Markets and navigated a challenging consumer environment in our Developed Markets. Our Fuel for Growth programme is ahead of plan, reducing fixed costs, fuelling brand investments and expanding our platform for sustained margin and earnings growth. While there is still much work to do, the journey to fundamentally reshape Reckitt into a more efficient, world-class health and hygiene company is well underway and reflecting that we are upgrading our LFL net revenue guidance for 2025.

Kris Licht, Chief Executive Officer

H1 2025 HIGHLIGHTS Strong top and bottom line growth



Refer to adjusted measures presented within the H1 2025 Results announcement 1. Growth vs prior year presented at constant FX.

DELIVERING ON OUR STRATEGY

Core Reckitt Momentum

- H1 performance demonstrates focus on Core Reckitt
- H1 2025 LFL Net Revenue growth +4.2%
- Sequential growth, Q2 LFL +5.3%
- Volume growth uplift, Q2 +2.0% vs Q1 +0.3%
- Benefits of diversified geographic portfolio
- Emerging Markets +12.8%, Europe -0.9%, North America -1.7%
- Core Reckitt AOP margin 25.9% (+100bps y/y)
- 59% of top CMU's market shares in hold/gain
- Four categories in LFL Net Revenue growth in Q2

Clear Strategic Progress

- New organisational structure effective 1 Jan 2025
- Fundamentally reshaping into a more efficient, world-class health and hygiene company
- Significant step in unlocking value: Announced agreement to divest Essential Home for EV of up to \$4.8bn
- Strong progress on Fuel for Growth, H1 25 fixed cost at 20.0% of Net Revenue
- Early benefits delivered, targeting 300bps reduction to 19.0% by end of 2027
- Strengthened investment in Powerbrands, H1 25 BEI at 14.6% of Net Revenue

Accelerating Future Growth

- Dettol extensions (Activ Botany), continued Lysol Laundry Sanitiser and Lysol Air Sanitiser growth
- Strong VMS growth following innovations (Neuriva, Airborne, Move Free), Mucinex PE-free reset follows recent launches
- Durex leadership in China, Durex Intensity EU launch Q1 strong results, Intima triple-digit China growth
- Finish #1 in all major European markets, Ultimate Plus All in 1 upgrade, thermoform now >80% of tabs in Europe
- Increased investment in R&D and supply chain: Shanghai R&D, Wilson NC manufacturing



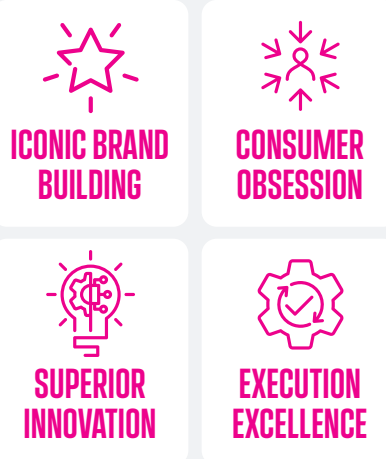
THE CONFIDENCE TO DELIVER

A SIMPLER MORE EFFECTIVE RECKITT

WORLD-CLASS PORTFOLIO



WINNING PLAYBOOK

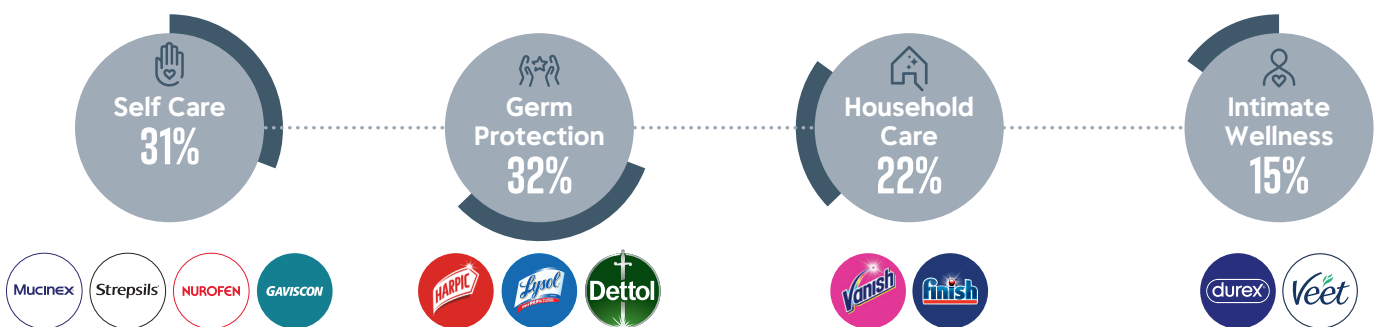


NEW ORGANISATION

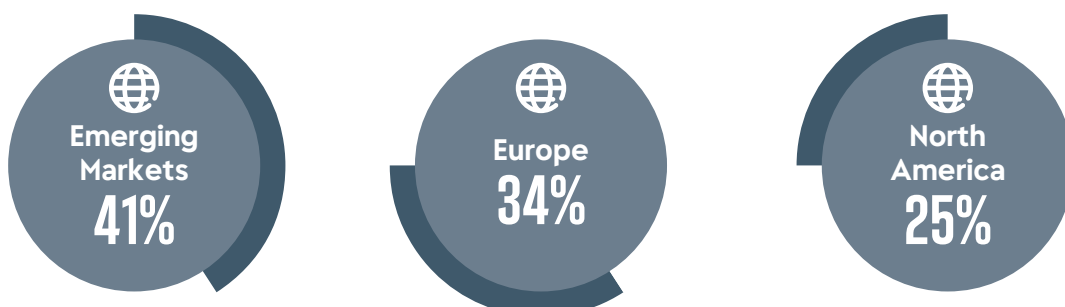


CORE RECKITT

UNIFIED GLOBAL CATEGORY ORGANISATION



THREE GEOGRAPHIC AREAS





WE HAVE A WINNING PLAYBOOK



DUREX NITRILE LAUNCH IN EUROPE

CONSUMER OBSESSED

Removing barriers to usage

66%

of lapsed condom users claim that they reduce pleasure¹

PRODUCT SUPERIORITY

NEW DUREX INTENSITY
Premium non-latex technology exclusive to Durex



WINNING RESULTS²



c.3%
Market share

TOP 10
Best sellers on
amazon

¹ Skim condom triggers and barriers study 2020 ² Across Spain, Germany and France, May 2025



PROACTIVELY REMEDIATING PE CHALLENGES

MUCINEX



CREATE NEW CATEGORIES THROUGH DRIVING CONSUMER RELEVANCE

LYSOL

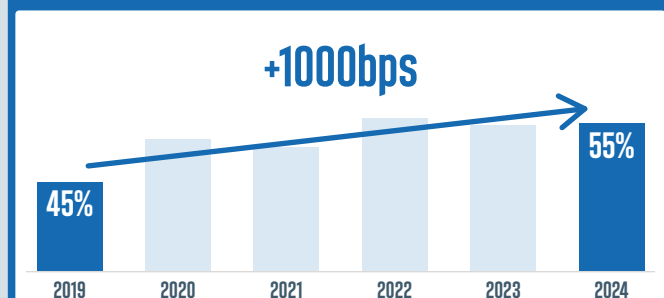
Laundry Sanitizer
Kills 99.9%
bacteria that
detergents
leave behind



Air Sanitizer
1st EPA approved
germ kill
in air



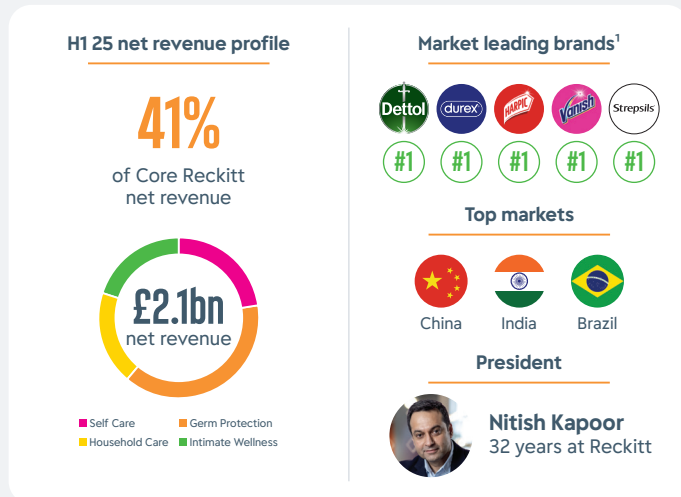
WINNING RESULTS: LYSOL US PENETRATION¹



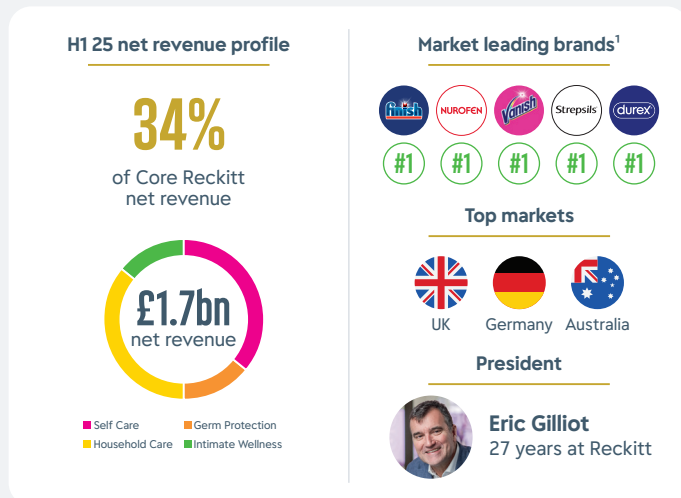
¹ Numerator household penetration data

WE EXECUTE WITH EXCELLENCE

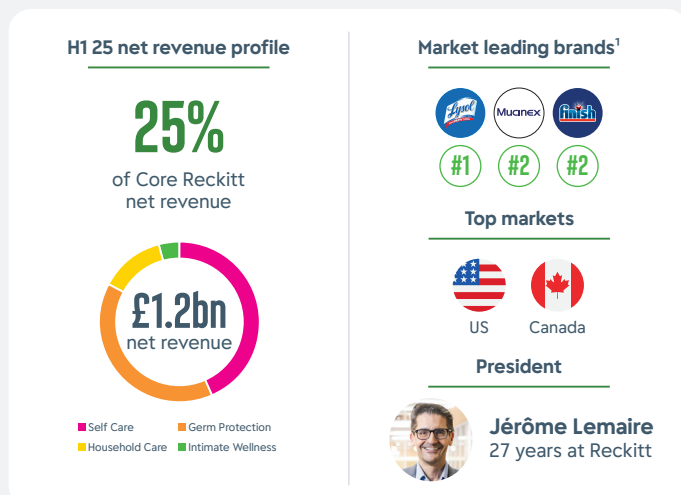
EMERGING MARKETS – DRIVING GROWTH



EUROPE – A DISTINCT COMPETITIVE EDGE



NORTH AMERICA – BUILDING ICONIC POWERBRANDS

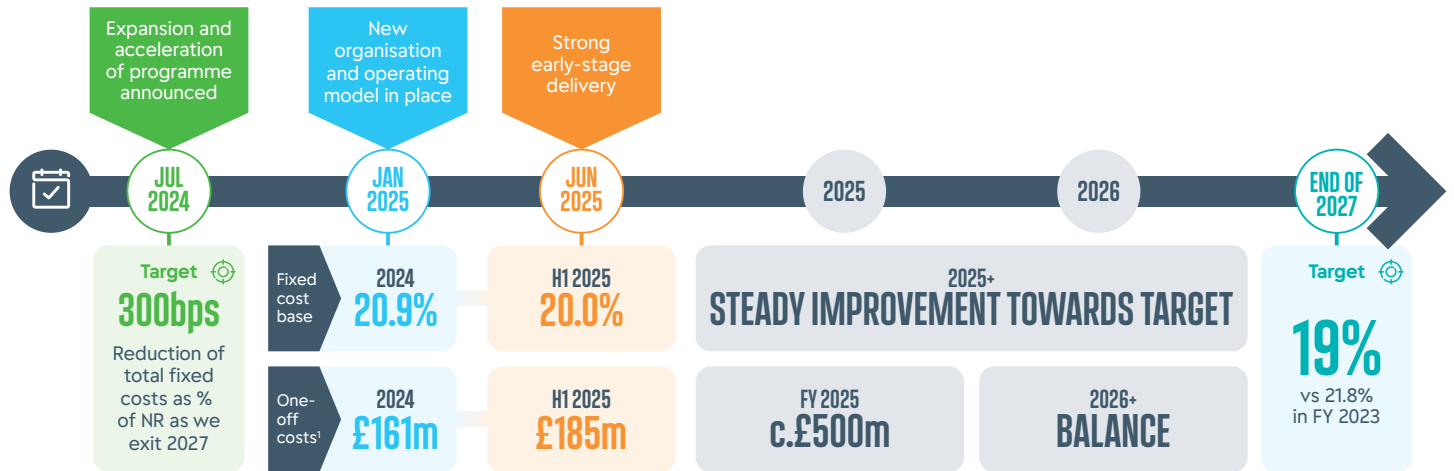


¹ Claims based on information aggregated in part from data supplied by Nielsen through its Retail Measurement Services and in part from data inputs from other suppliers, in each case, for the relevant category, geographic focus and based on YTD May 2025 (based on branded players only)



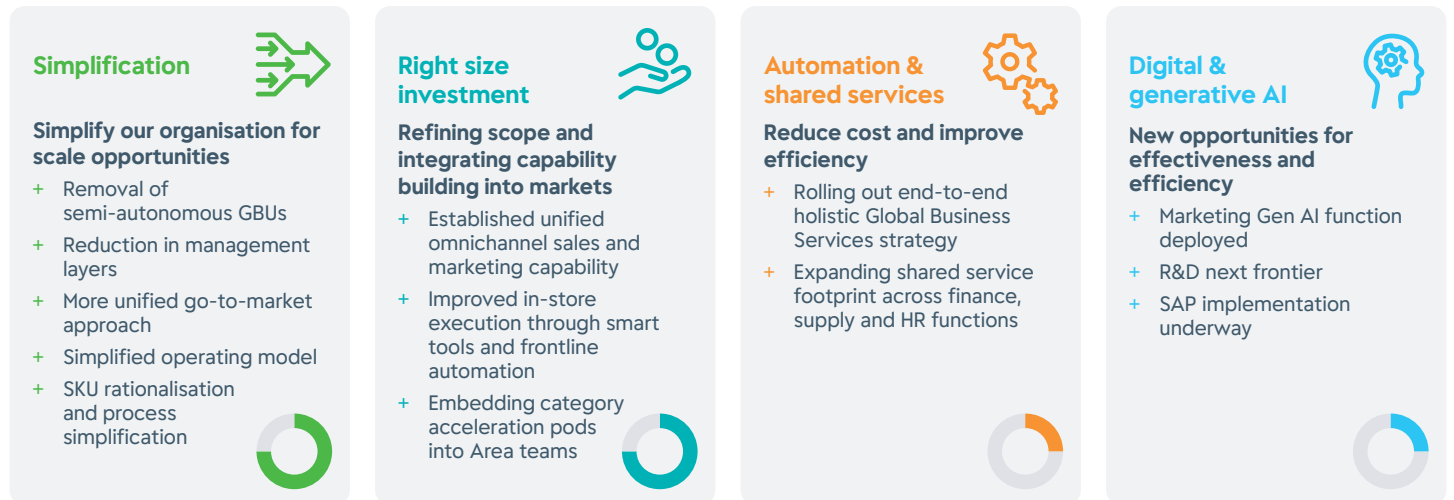
TO FUEL GROWTH AND EARNINGS

FUEL FOR GROWTH PROGRAMME DELIVERING AHEAD OF PLAN

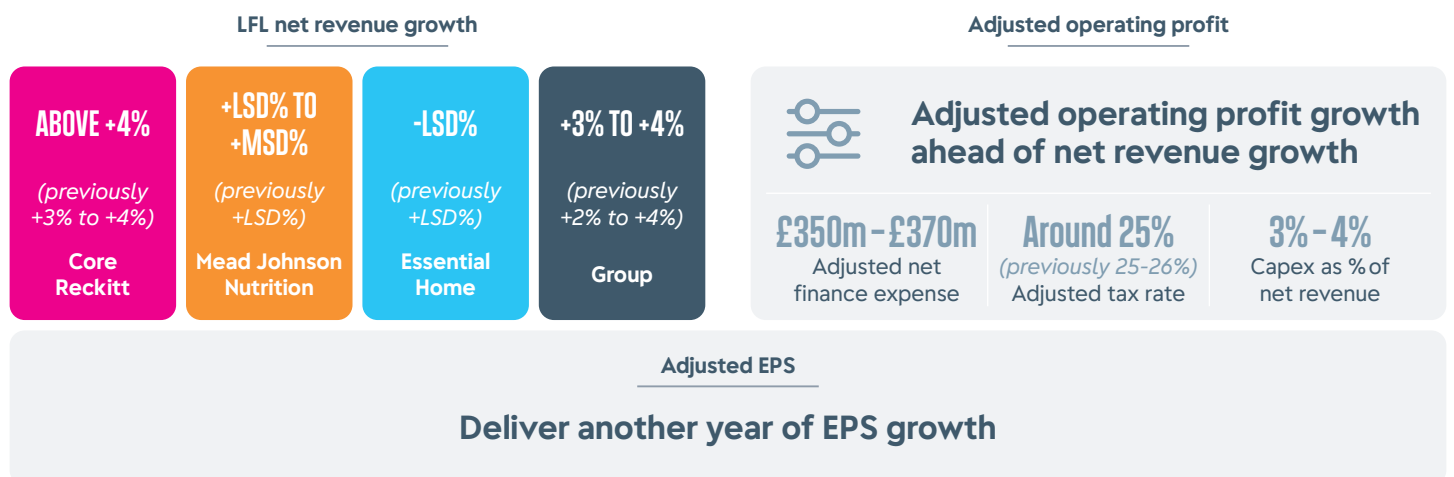


¹ One-off cash costs relate to restructuring and transformation and are excluded from the fixed cost base. These do not include tax costs arising from separation activities.

FUEL FOR GROWTH DELIVERING EARLY BENEFITS



UPGRADED 2025 GUIDANCE





RECKITT FOCUS ON INVESTOR SERIES



RECKITT FOCUS ON SERIES

RECKITT FOCUS ON: EMERGING MARKETS

Nitish Kapoor

President Emerging Markets

Date: 4 December 2025

Location: London



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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