29 September 2026

RECKITT Q3 2026 PRE-CLOSE AIDE MEMOIRE

This aide memoire brings together Reckitt's previously provided publicly available financial and operating disclosures, which may be helpful as a reminder for the market's consideration ahead of Reckitt's Q3 2026 results on 27 October 2026. All statements have their source attributed and should only be taken as speaking as at the date they were made.

No new information or disclosure is given in this document, which is now available on the Reckitt website.

Delivering against our strategic priorities

Growth accelerating with broad-based delivery

- Core Reckitt LFL net revenue growth accelerated to +4.2% in Q2, with all Areas and Categories improving performance versus Q1 and growth balanced between volume and price / mix. (Source: H1 2026 Results, 29 July 2026)
- The strategic choices we have made are strengthening our execution, with all of our Areas and Categories accelerating in Q2. The strength of our Powerbrands and strong consumer response to recent innovations supported the reiteration of our FY2026 outlook. (Source: H1 2026 Results, 29 July 2026)

Innovation supporting growth

- Dettol Activ Botany continues to exceed expectations in China and is now being activated in other markets. Mucinex 12HR Cold & Fever is being launched ahead of the upcoming season, while Durex Intensity continues to roll out globally and has been complemented by range extensions. (Source: H1 2026 Results, 29 July 2026)

NEC Litigation

- On 31 August 2026, Mead Johnson welcomed a unanimous jury verdict in its favour in the Inman case, the first bellwether trial in the federal NEC Multi-District Litigation. There are currently no outstanding jury verdicts in the overall NEC litigation against Mead Johnson. (Source: Mead Johnson Welcomes Defence Verdict in Inman Case press release, 31 August 2026)

FY 2026 outlook (Source: H1 2026 Results, 29 July 2026)

- We are maintaining our outlook for FY 2026 LFL net revenue and Core Reckitt + MJN adjusted operating margin.
    - Core Reckitt FY 2026 LFL net revenue outlook of +4% to +5%.
        - In **Emerging Markets** we expect H2 performance to be similar to H1, with a continuation of broad-based growth across regions alongside India and China.
        - In **Europe** we expect to return to LFL net revenue growth in H2, with sequential improvement as we continue our focus on strong execution and lap the prior year's soft Q4.
        - In **North America** in Q3 we will lap the prior year's positive benefit from the Mucinex Sinus PE reformulation as well as a strong non-seasonal performance. Q4 performance is expected to be driven by Mucinex, including the category-creating innovation "Mucinex 12HR Cold & Fever" and continued strong performance from Lysol.
        - In **seasonal OTC** we are planning for incidence levels to be slightly higher than the prior season. While seasonal incidence remains difficult to predict our outlook does not assume a significantly stronger season.
- In our non-core Mead Johnson Nutrition business we expect low-single-digit LFL net revenue growth in FY 2026.

Medium-term guidance

- We reiterate our medium-term guidance for Core Reckitt to consistently deliver +4% to +5% LFL net revenue growth. We will look to achieve this while consistently delivering annual EPS growth and creating value for shareholders. (Source: H1 2026 Results, 29 July 2026)

Core Reckitt performance – Areas

Emerging Markets (44% of Core Reckitt H1 2026 net revenue)

- H1 LFL net revenue growth of +8.5%, accelerating to +9.4% in Q2. Delivery was led by double-digit growth in China and India alongside positive contributions from ASEAN and LATAM. (Source: H1 2026 Results, 29 July 2026)
- "For the second half, we expect Emerging Markets to deliver ongoing broad-based growth similar to half one" (Source: H1 2026 Results Transcript, 29 July 2026)
- "Durex, we've talked a lot about the headwinds in the front half, and we now feel like we're at a place where we're starting to see a positive growth trajectory in Durex, and we expect that to continue in the back half." (Source: Barclays Global Consumer Conference: fireside chat transcript, 8 September 2026)
- "And then VMS is really an interesting business, particularly our Move Free brand in China. That's one where in recent weeks and months, there were some bad actors manufacturing other VMS brands that were claiming their products were imported into the market, and in fact they weren't. And so that's caused a little bit of a headwind in the VMS category in China. Unfortunately, we're impacted by that even though our products are imported, but we're working through, really closely with our partner in China and with stakeholders in China, on how to get the message out that our products are very efficacious and are truly imported." (Source: Barclays Global Consumer Conference: fireside chat transcript, 8 September 2026)
- The Russia Hygiene business is now being accounted for as Held for Sale, and as such will continue to contribute to Core Reckitt Like-for-Like Net Revenue until completion of the divestment… the transaction is expected to complete during the second half of 2026. (Source: Divestment of Russia Hygiene Business announcement, 24 July 2026)

Europe (33% of Core Reckitt H1 2026 net revenue)

- Europe improved sequentially through H1, with June returning to LFL growth and all Categories improving versus Q1. Performance was led by Gaviscon and Veet, while Vanish returned to growth supported by Vanish Turbo. (Source: H1 2026 Results, 29 July 2026)
- European consumers remain value-conscious and promotional intensity in Auto Dish remains elevated, although market share trends improved through the first half. (Source: H1 2026 Results, 29 July 2026)
- "If you think about US and Europe, the price increases we're taking will start to land on shelves September/October timing, so it's a bit early to say what we're seeing from an elasticity standpoint." (Source: Barclays Global Consumer Conference: fireside chat transcript, 8 September 2026)
- "Absolutely, my expectation is that in the back half, we'll get Europe back into growth mode." (Source: Barclays Global Consumer Conference: fireside chat transcript, 8 September 2026)

North America (23% of Core Reckitt H1 2026 net revenue)

- North America returned to growth in Q2, supported by continued Lysol momentum and the launch of Mucinex 12HR Cold & Fever. (Source: H1 2026 Results, 29 July 2026)
- Lysol continued to outperform, supported by broad-based growth across the portfolio and momentum in adjacent categories. (Source: H1 2026 Results, 29 July 2026)
- Household Care was lower in the quarter as Finish performance was impacted by softer category demand in the Grocery channel. (Source: H1 2026 Results, 29 July 2026)
- "I think we're seeing it's a tough environment in the US and it's a tough environment for the US consumer" (Source: Barclays Global Consumer Conference: fireside chat transcript, 8 September 2026)
- "Our expectation is that Q3 will look a little softer, Q4 will look better, and that really has more to do with what we're lapping from a sell-in of the upper respiratory season from the prior year." (Source: Barclays Global Consumer Conference: fireside chat transcript, 8 September 2026)
- In Q3 2025, the Mucinex Sinus PE-free formulation we transitioned landed as anticipated (Source: Q3 2025 Results, 22 October 2025)
- Outside of our seasonal OTC brands we delivered mid-single digit LFL net revenue growth in Q3 (Source: Q3 2025 Results, 22 October 2025)

Non-Core Reckitt performance

Mead Johnson Nutrition (17% of Group H1 2026 net revenue)

- Mead Johnson Nutrition returned to growth in H1, with LFL net revenue growth of +2.0% and acceleration to +7.2% in Q2. FY2026 outlook remains for low-single-digit LFL net revenue growth. (Source: H1 2026 Results, 29 July 2026)

Other financial disclosure

Share buyback programme

- £500m share buyback programme announced in July 2026, with Reckitt having returned £6.4bn of capital to shareholders since July 2024. (Source: H1 2026 Results, 29 July 2026)

Vestacy transitional services

- H1 2026 net revenue from Vestacy Transitional Services was £235m, generating adjusted operating profit of £12m. Transitional manufacturing, distribution and service activities are expected to decline as separation arrangements are completed. (Source: H1 2026 Results, 29 July 2026)

Enquiries

Nick Ashworth, Head of Investor Relations +44 (0) 7408 812350

Jon Bone, Investor Relations Director +44 (0) 7408 811493

Email: **ir@reckitt.com**

Cautionary note concerning forward-looking statements

This aide memoire contains certain statements that are, or may be deemed to be, forward-looking statements. Forward-looking statements give Reckitt's expectations and projections, as of the date such statements are made, about future events, including strategic initiatives and future financial condition and performance. Reckitt's actual results and developments may differ materially from those expressed or implied by such forward-looking statements. Please see the "Cautionary note concerning forward-looking statements" section of the relevant results announcement regarding the forward-looking statements from such documents that are extracted in this aide memoire. Forward-looking statements should be construed considering such cautionary statement notes and undue reliance should not be placed on forward-looking statements.

No statement in this document is or is intended to be a profit forecast or profit estimate.