



FOCUS ON
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**DIGITAL
SCIENCE**

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WELCOME

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WELCOME

WELCOME

WELCOME

**FOCUS ON
DIGITAL SCIENCE**

FUELLING INNOVATION AND GROWTH THROUGH **DIGITAL SCIENCE**

1

WHY

**Context
& Strategy**

2

WHAT

**Digital Science
Fuelling Growth**

3

HOW

**Building a
Scalable
Advantage**

WHY

Context & Strategy



Shannon Eisenhardt

Chief Financial Officer



Angela Naef PhD

Chief R&D Officer

FUELLING INNOVATION AND GROWTH THROUGH **DIGITAL SCIENCE**

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Building a
Scalable
Advantage

A SIMPLER AND SHARPER RECKITT TO DELIVER SUSTAINED GROWTH

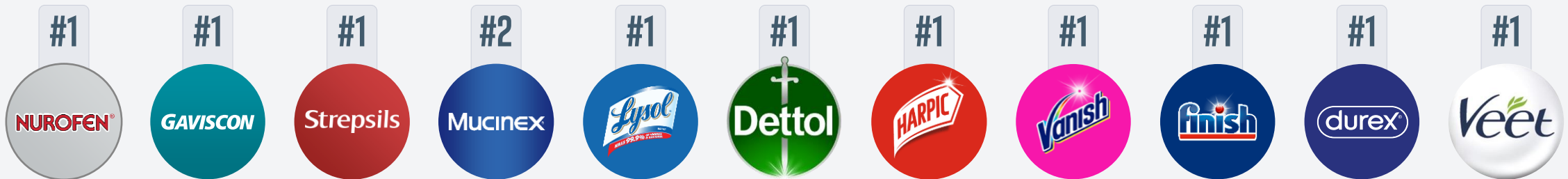
**CORE RECKITT
MEDIUM-TERM
GUIDANCE**

4-5%

LFL Net Revenue Growth



DRIVEN BY OUR POWERBRANDS



Self Care

Germ Protection

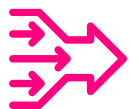
Household Care

Intimate Wellness

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).

FUEL FOR GROWTH

ENHANCING CAPABILITIES AND REDUCING COSTS



SIMPLIFICATION



**RIGHT
SIZE
INVESTMENT**



**AUTOMATION
& SHARED
SERVICES**



**DIGITAL
&
GENERATIVE AI**

FUEL FOR GROWTH
TARGET

<19%

Fixed cost base end of 2027



DRIVING ORGANIC INVESTMENT

CAPITAL EXPENDITURE AS % NR¹

4.2%

2025

IT&D SPEND AS % NR²

2.6%

2025

R&D SPEND AS % NR²

3.0%

2025

1. Capital Expenditure as a % of NR as per FY 2025 results announcement. 2. Reckitt internal P&L data, R&D includes safety, quality and regulatory functions.

DIGITAL SCIENCE AT RECKITT

WHY IT MATTERS

INNOVATION



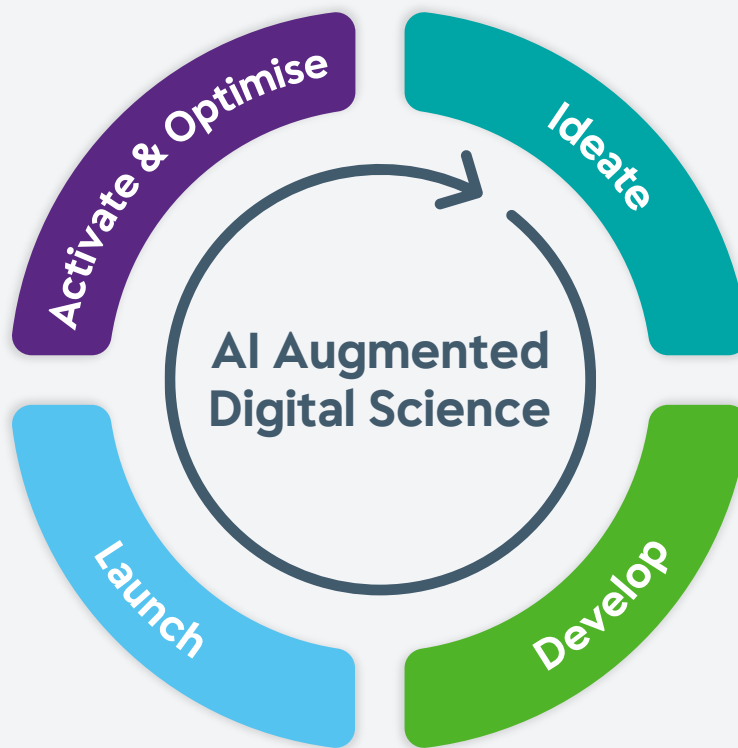
SPEED



SCALE



SUPERIORITY



WORLD-CLASS CAPABILITIES

**CORE
RECKITT**

4-5%

LFL Net Revenue Growth

**FUEL
FOR
GROWTH
TARGET**

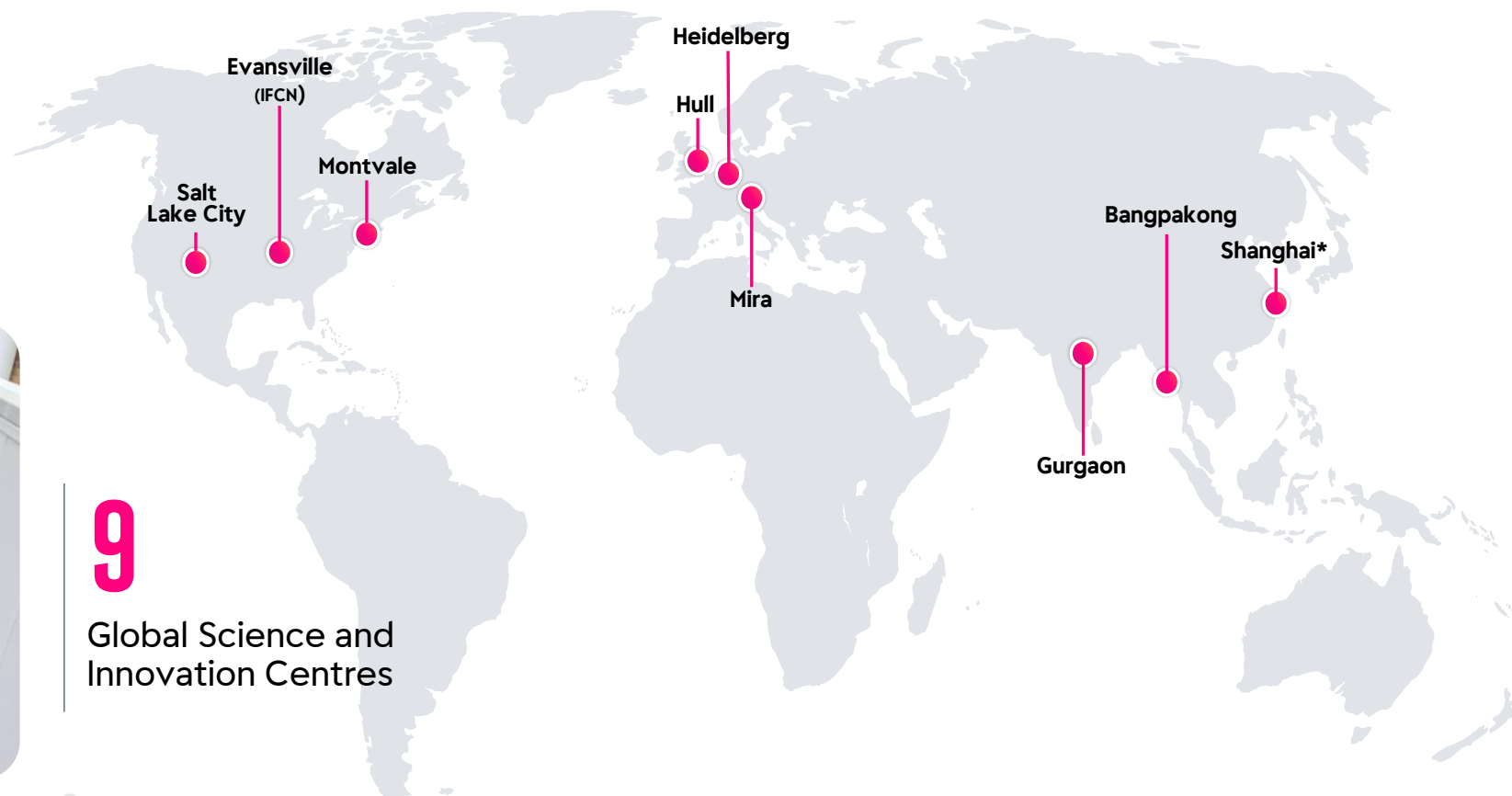
<19%

Fixed cost base end of 2027

GLOBAL R&D AT RECKITT

>4,000

Scientists and
Technical professionals



9

Global Science and
Innovation Centres

*Shanghai Science and Innovation Centre opening July 2026.

RISING CONSUMER EXPECTATIONS ARE **REDEFINING HOW WE INNOVATE**

PROACTIVE HEALTH

66% of people are paying more attention to their health¹



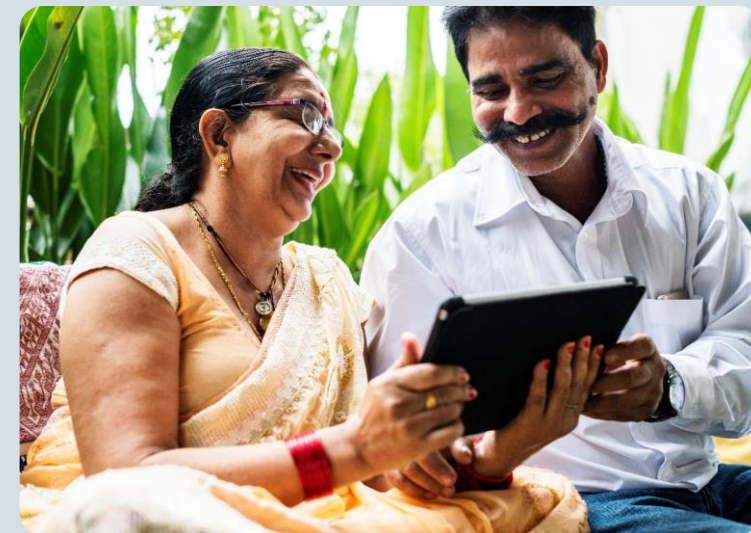
PROVEN PERFORMANCE

68% of people will pay more for a brand they trust²



SMART PERSONALISATION

73% of people expect better personalisation as technology advances³

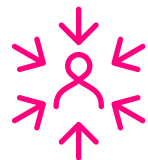


1. Mineshare wellness revolution report 2022. 2. Salsify's consumer research report 2026. 3. Salesforce research customer expectations.

DIGITAL SCIENCE STRENGTHENS EVERY ELEMENT OF OUR **WINNING PLAYBOOK**



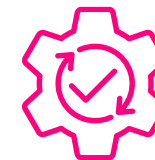
**ICONIC BRAND
BUILDING**



**CONSUMER
OBSESSED**



**SUPERIOR
INNOVATION**



**EXECUTION
EXCELLENCE**

SCALING INNOVATION THROUGH DIGITAL SCIENCE

SPEED

Up to

70%

time savings on
lower-added-
value tasks¹

SCALE

c.25%

increase in
project size
year-on-year²

SUPERIORITY

Innovation
pipeline
net revenue

>1.5x

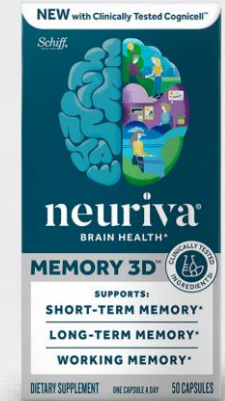
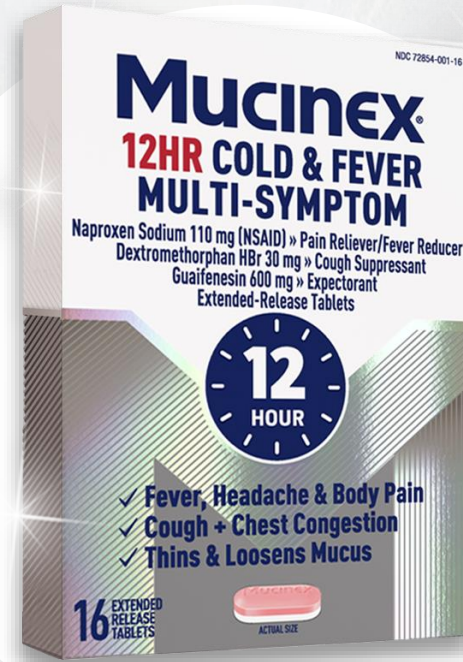
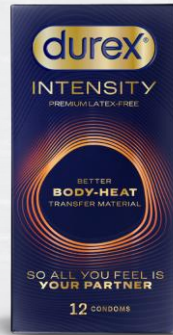
vs. 3 years ago³

DRIVERS OF INNOVATION

CREDIBILITY

SUPERIOR PERFORMANCE

VALUE FOR MONEY



WHAT

Digital Science Fuelling Growth



Bastien Parizot

SVP GBS & AI Enterprise



Angela Naef PhD

Chief R&D Officer

FUELLING INNOVATION AND GROWTH THROUGH **DIGITAL SCIENCE**

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Scalable
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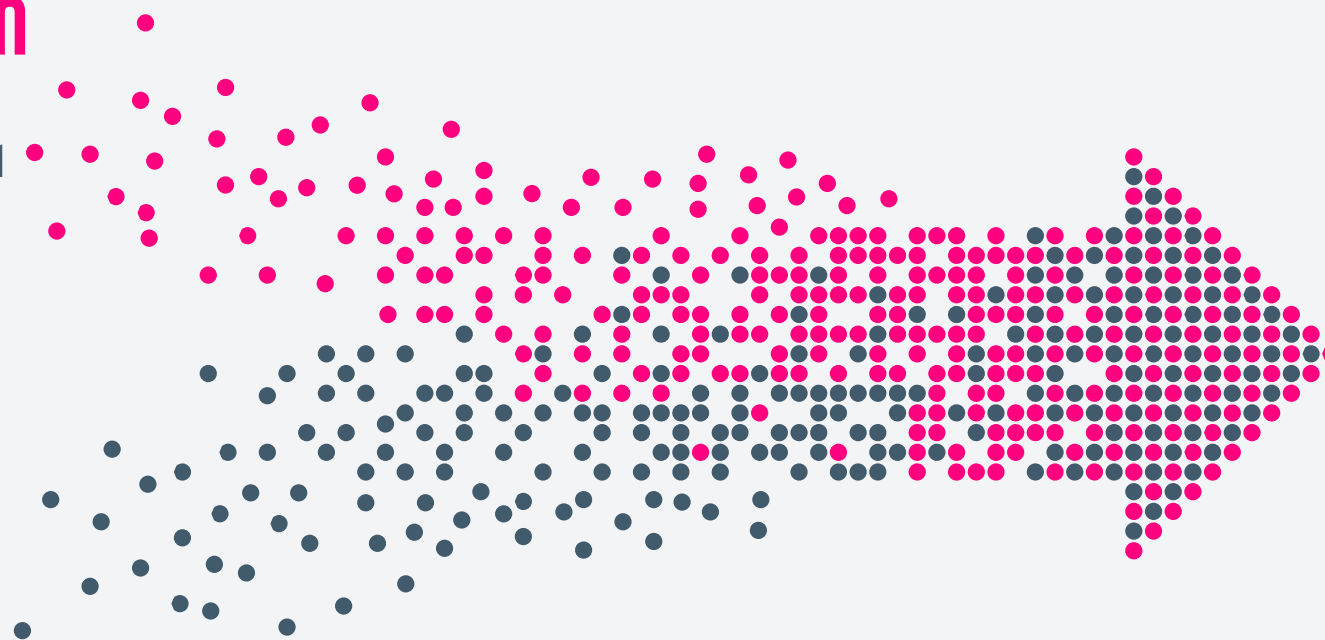
TWO COMPLEMENTARY ENGINES ONE INNOVATION SYSTEM

Predictive Science & Simulation

Models the physical world – from molecules to manufacturing – enabling vast and rapid virtual experimentation, built on our proprietary data and scientific expertise

GenAI

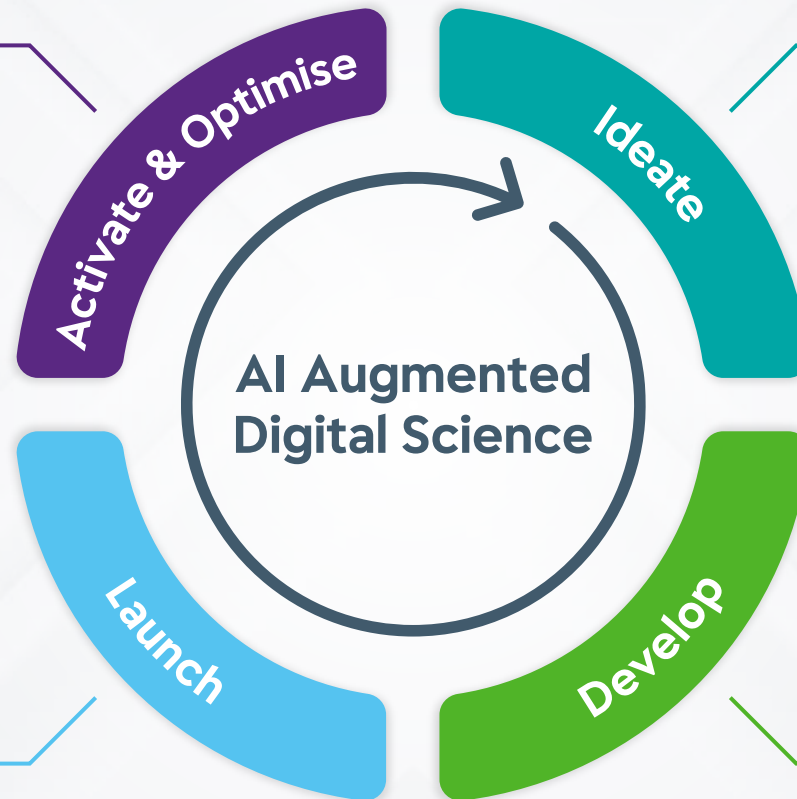
The use of AI to generate new content by learning and replicating patterns, augmenting human capabilities at scale to sharpen decision-making and reduce cycle time



EMBEDDED ACROSS **EVERY STAGE** OF THE PRODUCT LIFECYCLE

Continuously track performance and strengthen claims with **real-world data**

Automate forecasting, regulatory drafting and localisation to **accelerate time-to-market**



Extract market signals and consumer insights into testable **innovation concepts**

Screen thousands of formulations virtually and shorten physical test and learn

WHAT

Digital Science Fuelling Growth



Bastien Parizot

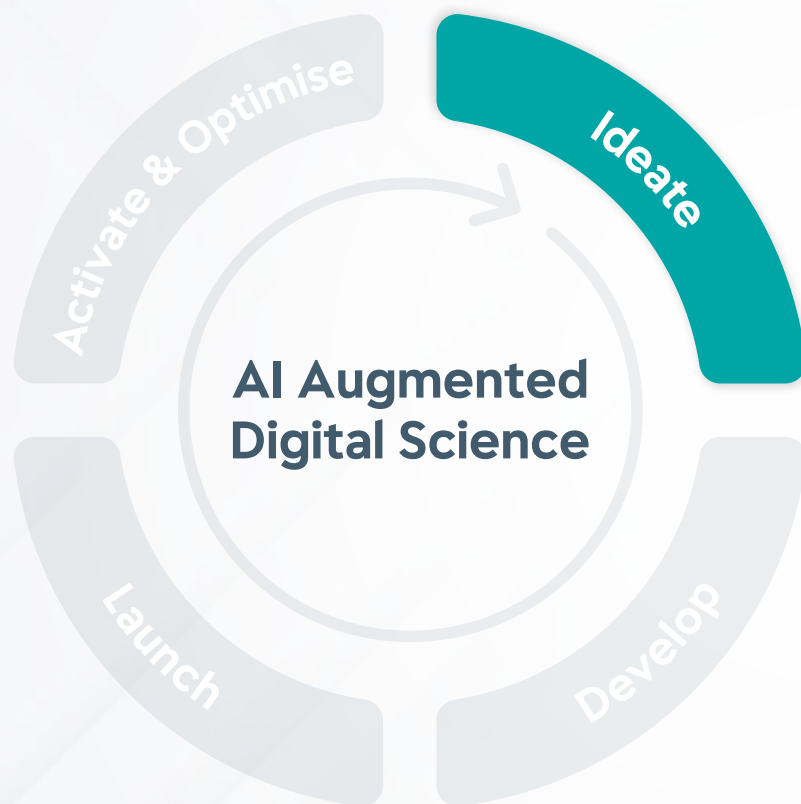
SVP GBS & AI Enterprise



Angela Naef PhD

Chief R&D Officer

EMBEDDED ACROSS **EVERY STAGE** OF THE PRODUCT LIFECYCLE



- Insights Generator
- Concept Testing
- Consumer Liking Prediction

INSIGHTS GENERATOR

Up to

70%
time saving

Up to

2X BETTER
QUALITY
innovation concepts

THE RISE OF SHORT WASH CYCLES

LESS TIME, LESS HEAT, HIGHER EXPECTATIONS

EU's rise of the "Under an Hour"¹



33%

of all wash cycles now take under an hour



As consumers get ahead of their day²



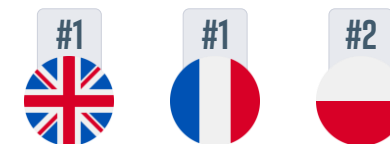
54%

now choose to launder before midday



Quick wash used for convenience³

To save time



Cycles used for regular laundry loads



1. Electrolux 2025, The truth about laundry: Complete care edition – from washing to drying. Toluna Quick cycle study, 2024. Base sample: UK 500, FR 503, POL 509.
2. Electrolux 2025, The truth about laundry: Complete care edition – from washing to drying – Electrolux 2025. 3. Toluna Quick cycle study. Base sample: UK 353, POL 427, FR 416.

TURBOCHARGE YOUR STAIN REMOVAL

75%

Lower error rate
when predicting
consumer
perception¹

8.4 to 9.1

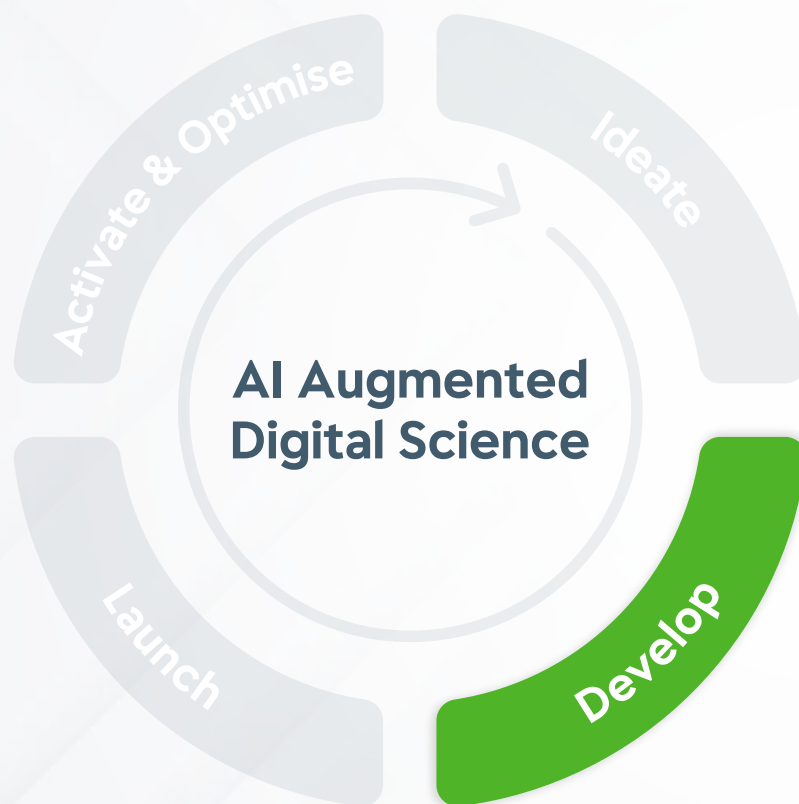
increase in
consumer
liking
score²

c.6%

NR Growth
within an
activated
retailer³



EMBEDDED ACROSS **EVERY STAGE** OF THE PRODUCT LIFECYCLE



- Formulation Screening
- Stability Testing
- Protocol Writing
- Literature Search
- Regulatory and Safety Writing

CREATING NEW CATEGORIES

Enabled by Digital Science



c.20%

y/y NR growth

**in 3rd year
since launch**

MSD%

contribution

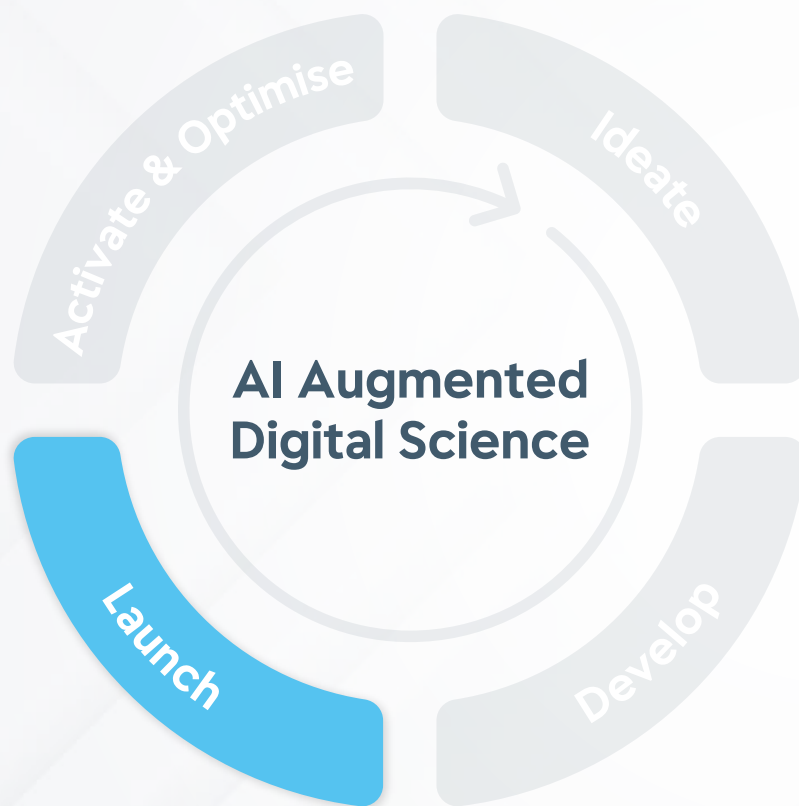
**to Lysol
portfolio**

c.100bps

**gross margin
premium**



EMBEDDED ACROSS **EVERY STAGE** OF THE PRODUCT LIFECYCLE



- Scale Up Excellence
- Document Localisation

Digital Science
**PROVEN
AT SCALE**

Significant reduction in cost and time to test vs. physical batch

Small batch

c.£25k / 30 hours

Large batch

c.£100k / 300 hours

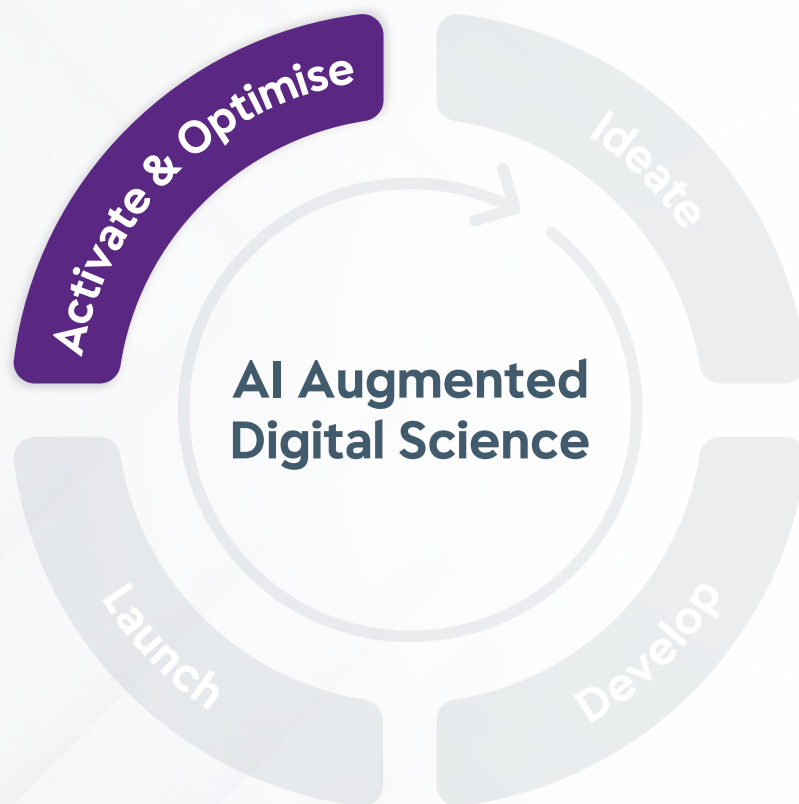
Digital Twin

Fraction of the cost and time

Technology now used across our other Powerbrands



EMBEDDED ACROSS **EVERY STAGE** OF THE PRODUCT LIFECYCLE



- Claim Substantiation
- Packaging Simulation
- Market Literature Search
- Supply Excellence

SHAPING A SUSTAINABLE FUTURE

Through 3D simulation



c.400

Tonnes
of plastic
saved¹

**Pallet
efficiency
boosted²**

up to
33%

**Improved
Purchase
Preference³**

£5m+

cost savings
per year¹



Writeltt

Over

650

people trained

Up to

**8X QUICKER
PROCESS**

for report workflows

HOW

Building a Scalable Advantage



Nigel Richardson

Chief Information & Digitisation Officer

FUELLING INNOVATION AND GROWTH THROUGH **DIGITAL SCIENCE**

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BUILT ON STRONG FOUNDATIONS OUR JOURNEY NOW SCALING WITH CONFIDENCE



2020

Building data foundations
& cloud infrastructure



2024

Initiation of the
GenAI transformation



2026 onwards

Scaling up from a
solid foundation



**Business
led always**



**Disciplined
investment**



**Capability
building**



**Scaled
infrastructure**

AI & GEN AI

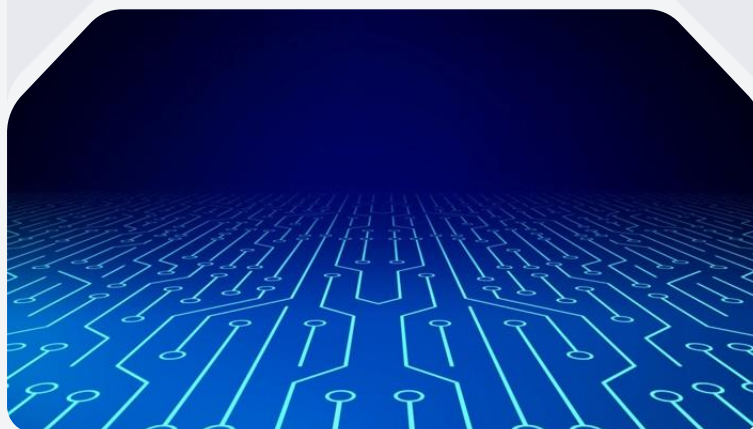
BUILDING A LASTING COMPETITIVE ADVANTAGE



KNOWLEDGE



TECHNOLOGY



PEOPLE



OUR AI STRATEGY IS ACROSS 3 PILLARS SUPPORTED BY AN ENTERPRISE BACKBONE



EMPOWER

AI in everyday tasks



TRANSFORM

Critical functions



INVENT

New business models

ENTERPRISE BACKBONE

Data
foundations



AI Platform



Governance



Op Model



People



REAL PROGRESS in innovation comes with REAL LEARNINGS

Stopping early
**PROTECTS
VALUE**

**DATA
FOUNDATIONS**
are a prerequisite

Adoption requires
**MORE THAN
TECHNOLOGY**

**VALUE
TRACKING**
builds credibility

Meaningful AI creates the foundations that power

**FASTER,
SMARTER
GROWTH**



DATA

Curated for
reusability



PLATFORM

Built for optionality



RESPONSIBLE

AI by design



SCALABLE

Operating model

SCALING INNOVATION THROUGH DIGITAL SCIENCE

SPEED

Up to **70% time savings** on lower-added-value tasks¹

10,000 virtual experiments in 2026 YTD²

Drafting documents up to **8x faster** with Writeltt²

SCALE

c.25% increase in project size year-on-year³

Over 650 Writeltt users trained in 6 months²

Digital twins across scale up processes

SUPERIORITY

Innovation pipeline net revenue **>1.5x** vs. 3 years ago²

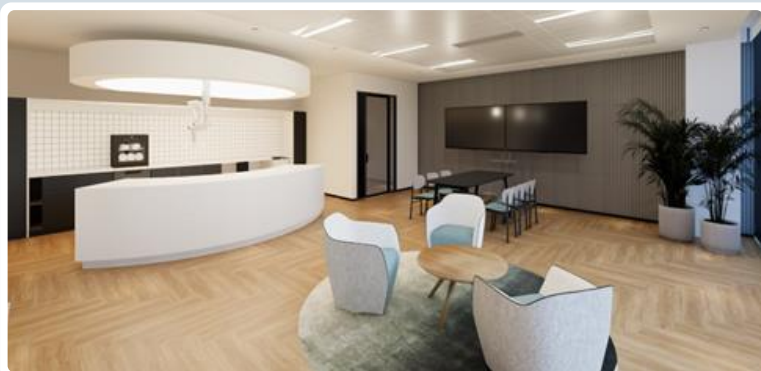
Enhanced consumer preference

Lysol Air Sanitizer **performance**

SHANGHAI SCIENCE AND INNOVATION CENTRE

OPENING JULY 2026

CONSUMER AND LIVE STREAMING SUITE



MATERIAL SCIENCE INNOVATION



MICRO LABS AND CLAIM INNOVATION



FRAGRANCE AND FLAVOUR INNOVATION



PACKAGING INNOVATION



R&D EXPERIENCE CENTRE



KEY TAKEAWAYS

**INNOVATION IS
HOW WE
GROW**

**DIGITAL
SCIENCE & AI
IS HOW WE
INNOVATE**

**A JOURNEY
BUILT FOR
SCALE**



reckitt