

A YEAR OF PROGRESS



Group highlights

LFL net revenue growth **+3.5%** Free cash flow **+11%** Cash returns to shareholders **+24%**

Net revenue **£14.6bn** Gross margin **60.0%** AOP¹ margin **23.1%**

2024 outlook

+2% to +4%
Group LFL net revenue growth

AOP¹ margin
Targeting AOP¹ growth ahead of net revenue growth

Good trading performance in Hygiene and Health, Nutrition rebasing

(FY23 LFL net revenue growth)

+5.1% HYGIENE

Innovation-led, broad-based growth across categories



+5.0% HEALTH

Strong growth across OTC and intimate wellness



(4.0)% NUTRITION

#1 US leadership position retained²



Innovations delivering

BEI³ up **+13.2%**⁴ (+£0.2bn)



Lysol Air Sanitiser

- 3m household penetration
- 13% contribution to total Lysol 2023 net revenue growth



Dettol Laundry Pods

- 510k household penetration
- c.30% contribution to total Greater China Dettol 2023 net revenue growth vs 2021



Mucinex InstaSoothe

- Entry into \$1bn US sore throat category
- 11% contribution to total Mucinex net revenue growth since launch



Finish Ultimate Plus All-in-One

- +300bps market share growth in premium detergent category
- Mid-single-digit mix benefit from premiumisation

A strong business with an enduring framework for sustainable value creation



¹ Adjusted Operating Profit, ² Non-WIC stages 1-3 value share, as at 31 December 2023, ³ Brand Equity Investment, ⁴ At constant FX