

FOCUS ON NORTH AMERICA

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FOCUS ON NORTH AMERICA

WELCOME

WITH KRIS LICHT, CEO

TODAY'S PRESENTERS



JÉRÔME LEMAIRE

President, North America



JONATHAN WEISS

VP Customer Marketing



SHANNON EISENHARDT

Reckitt CFO

WELCOME TO NUTLEY, NJ
TODAY'S AGENDA

1

Reckitt North America:

Looking ahead to the next phase of growth

2

Lunch and Product Showcase

3

Store Walks

A key driver of Core Reckitt's medium-term +4% to +5% LFL Net Revenue growth guidance

Category value creation through iconic brand building

Winning the shopper through omnichannel excellence

Investing and strengthening our supply chain

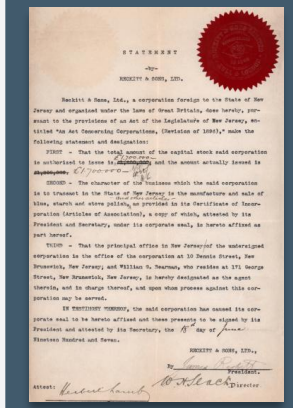
Powered by the right culture and organization

STRONG FOUNDATION IN THE WORLD'S BIGGEST MARKET

BUILDING ON OUR HERITAGE TO SHAPE THE FUTURE

1892

Reckitt (U.S.A) Limited was incorporated.



STATEMENT

-by-

RECKITT & SONS, LTD.

Reckitt & Sons, Ltd., a corporation foreign to the State of New Jersey and organized under the laws of Great Britain, does hereby, pursuant to the provisions of an Act of the Legislature of New Jersey, entitled "An Act Concerning Corporations, (Revision of 1896)," make the following statement and designation:

FIRST - That the total amount of the capital stock said corporation is authorized to issue is [illegible] and the amount actually issued is [illegible].

SECOND - The character of the business which the said corporation is to transact in the State of New Jersey is the manufacture and sale of [illegible], starch and stove polish, as provided in its Certificate of Incorporation (Articles of Association), a copy of which, attested by its President and Secretary, under its corporate seal, is hereto affixed as part hereof.

THIRD - That the principal office in New Jersey of the undersigned corporation is the office of the corporation at 10 Dennis Street, New Brunswick, New Jersey; and William C. Dearman, who resides at 171 George Street, New Brunswick, New Jersey, is hereby designated as the agent therein, and in charge thereof, and upon whom process against this corporation may be served.

IN TESTIMONY THEREOF, the said corporation has caused its corporate seal to be hereto affixed and these presents to be signed by its President and attested by its Secretary, this 18 day of June Nineteen Hundred and Seven.

RECKITT & SONS, LTD.,

By [illegible] President.

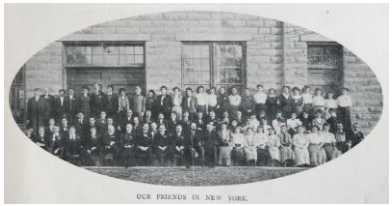
Attest: [illegible] Director.

1908



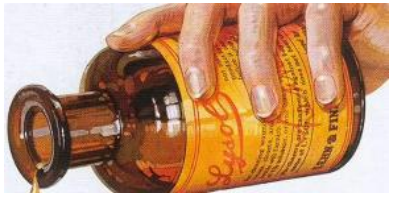
New research labs opened in Rochester, NJ showing dedication to growth and innovation.

1964



Manufacturing begins in New Brunswick, NJ.

1994



Lysol acquired. Today one of the U.S.'s most trusted brands.

2008



Mucinex acquired. Now a most trusted brand among U.S. doctors for cough & cold symptoms.

2012



Schiff Nutrition business acquired including Mega Red, Airborne, Move Free & Digestive Advantage.

2021



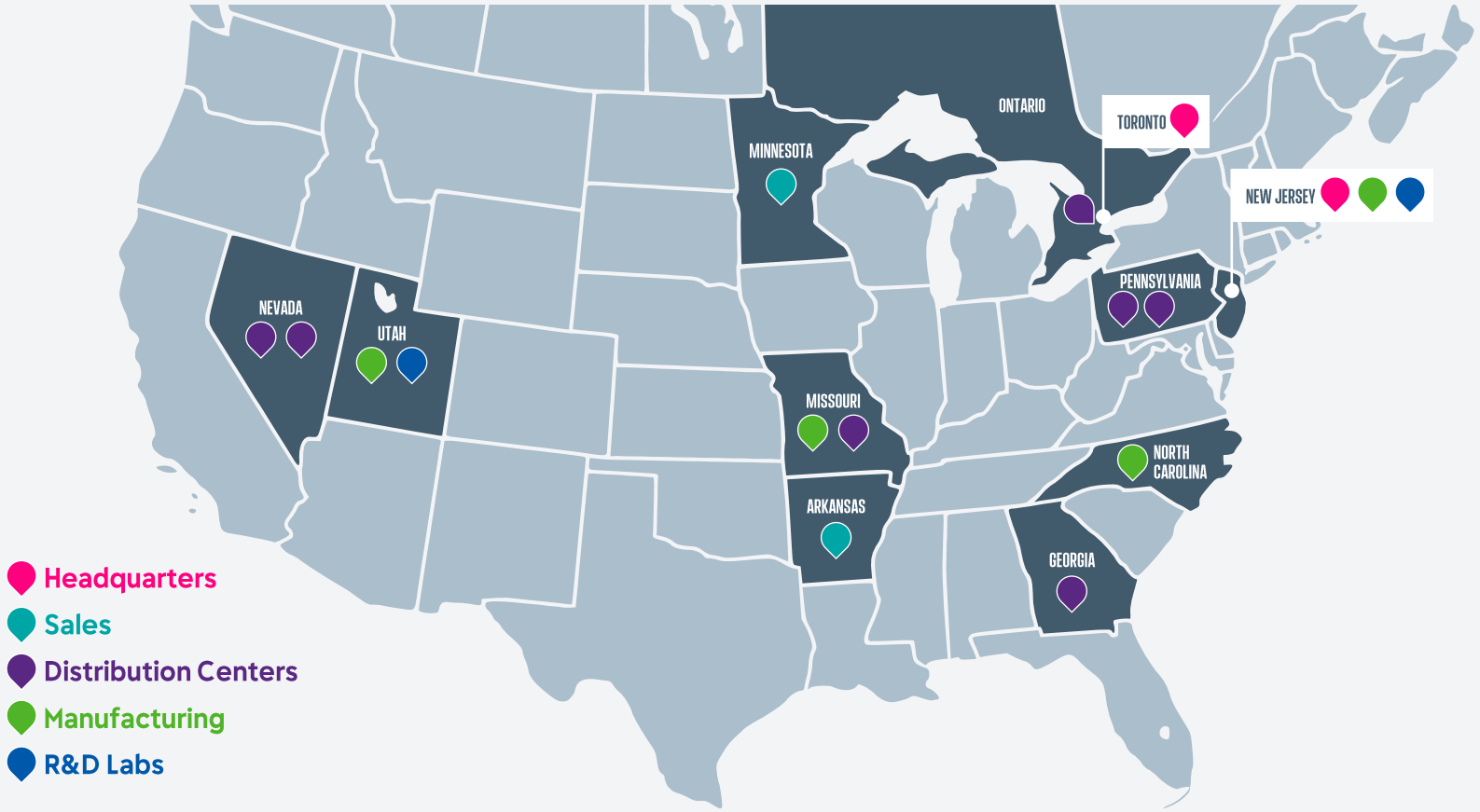
Biofreeze acquired. #1 clinician recommended menthol topical pain relief brand.

TODAY



Home to some of North America's most loved brands, present in millions of homes.

ONE OF RECKITT'S LARGEST AND MOST IMPORTANT GROWTH PLATFORMS



4,000+ Employees[1]

Major **R&D** and **Manufacturing Hubs**

Headquartered in **Nutley & Toronto**

$4.6B GDP contribution[2]

2.4x GDP multiplier[2]

5.6x Jobs multiplier[2]

1. https://www.reckitt.com/us/our-company/ 2. Oxford Economics, The Economic Impact of Reckitt in the U.S.

NORTH AMERICA (NAC) REPRESENTS 25% OF CORE RECKITT NET REVENUE[1]

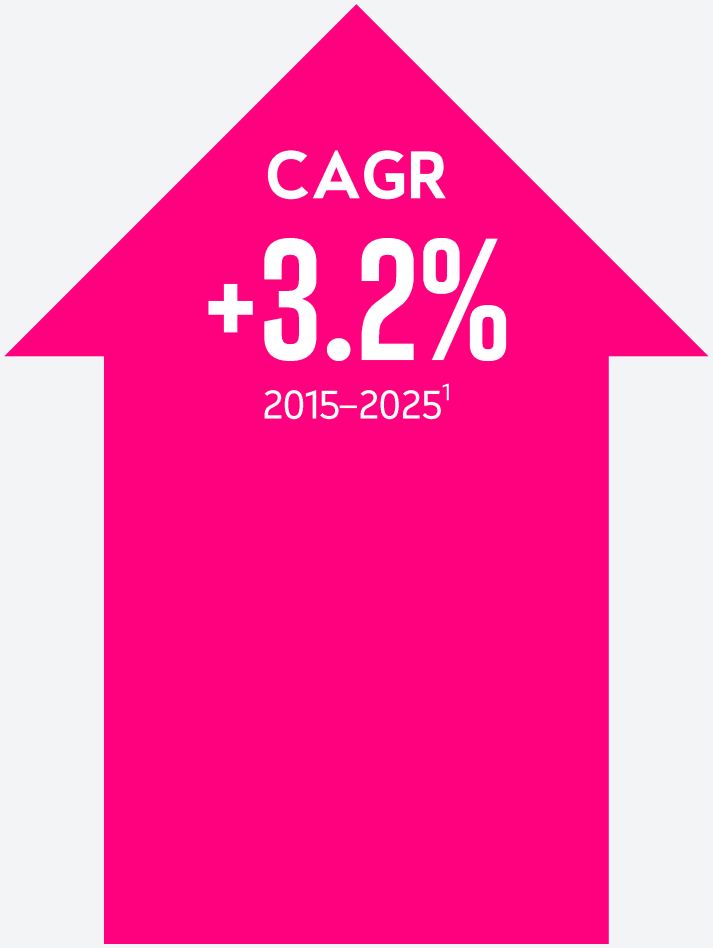


NAC	2025 NET REVENUE
CHINA	C.2X[4]
INDIA	C.3X[4]
UK	C.4X[4]
DACH[3]	C.5X[4]



1. NAC net revenue as disclosed in the FY25 results announcement. 2. Calculated using NAC AOP and Core Reckitt AOP as disclosed in the FY25 results announcement. 3. Germany, Austria, Switzerland. 4. Reckitt internal net revenue data.

A TRACK RECORD OF GROWTH, WITH MULTIPLE ROUTES TO CONTINUE



- Growth retained post-Covid
- Innovation driven growth
- Volume, price and mix contribution

1. Annual net revenue growth at constant currency and excludes the effect of applying hyperinflation accounting in the relevant subsidiaries and excludes revenue from businesses disposed during the period.

NORTH AMERICA WEIGHTED TO GERM PROTECTION & SELF CARE

	GERM PROTECTION	SELF CARE	HOUSEHOLD CARE	INTIMATE WELLNESS
GLOBAL POSITION	32% of Core Net Revenue[1]	32% of Core Net Revenue[1]	21% of Core Net Revenue[1]	15% of Core Net Revenue[1]
NAC POSITION	40% of NAC Core Net Revenue[2]	43% of NAC Core Net Revenue[2]	13% of NAC Core Net Revenue[2]	4% of NAC Core Net Revenue[2]

1. Calculated using net revenue amounts as disclosed in the FY25 results announcement. 2. Calculated using 2025 Reckitt internal net revenue data.

OVER INDEXING IN THE CATEGORIES THAT MATTER MOST IN OUR MARKET

GERM PROTECTION

SELF CARE

GLOBAL POSITION

c.65%+ of Core Net Revenue[1]

NAC POSITION

c.85%+ of NAC Core Net Revenue[2]

1. Calculated using net revenue amounts as disclosed in the FY25 results announcement. 2. Calculated using 2025 Reckitt internal net revenue data

A STRONG PORTFOLIO WITH HEADROOM FOR GROWTH

STRONG BRAND EQUITIES WITH SIGNIFICANT HEADROOM FOR GROWTH

MOST TRUSTED & MOST LOVED

Lysol

Top 5 most trusted brand in 2024[1]

Mucinex

#1 most trusted brand among U.S. physicians for cough and cold symptoms[2]

Airborne
Immune Support Supplement

One of America's most loved brands[3]

MOST RECOMMENDED

K-Y EST. 1904

#1 doctor recommended lubricant[4]

BIOFREEZE COOL THE PAIN

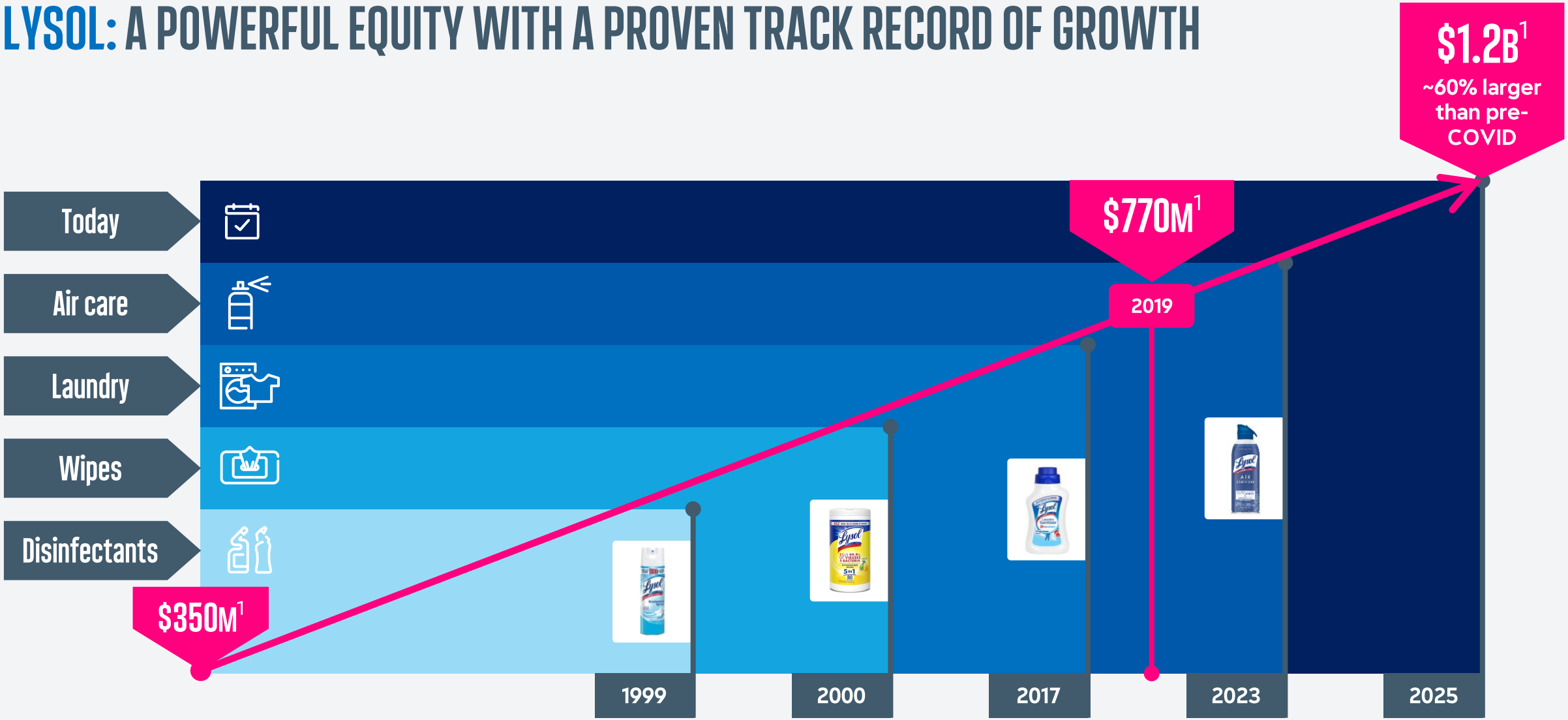
#1 clinician recommended menthol topical pain relief brand[5]

finish
JET-DRY
RINSE AID

9 in 10 leading brand users would recommend Finish[6]

1. Morning Consult Most Trusted Brands 2024. 2. Iqvia, ProVoice Survey, March 2026. 3. Newsweek Most Loved Brands of 2027. 4. Iqvia, ProVoice Survey, April 2026. 5. Ipsos Clinican Survey, 2023. 6. The Brand Power Company, March 11, 2026, Finish Ultimate Quantum

LYSOL: A POWERFUL EQUITY WITH A PROVEN TRACK RECORD OF GROWTH



1. Reckitt internal net revenue data.

LYSOL: SIGNIFICANT PENETRATION HEADROOM REMAINS ACROSS EXISTING SEGMENTS

Total Lysol 56%[1]

Legacy Segments

c.10-20% household penetration[1]



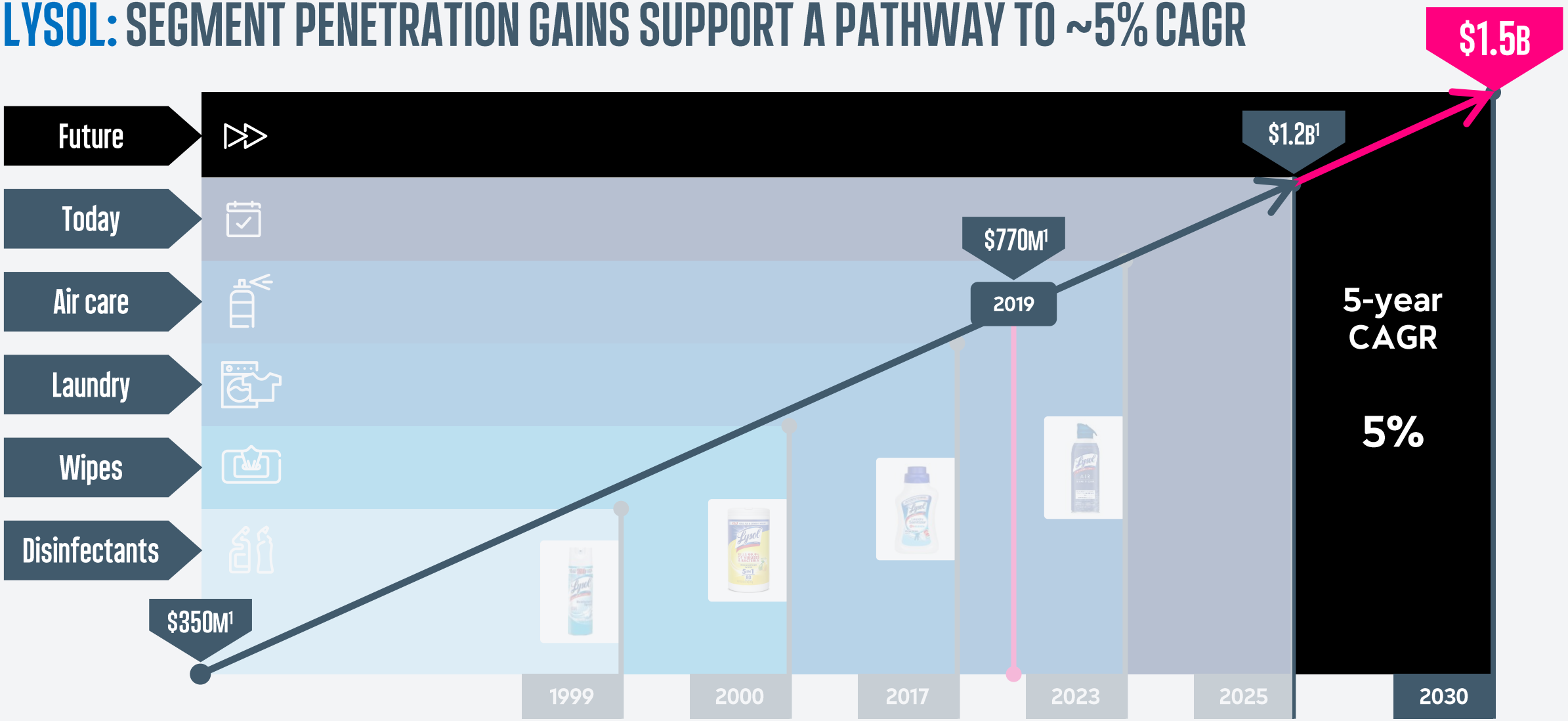
Expansion Segments

<10% household penetration[1]



1. Numerator Insights Latest 12 months ending July 2026

LYSOL: SEGMENT PENETRATION GAINS SUPPORT A PATHWAY TO ~5% CAGR



1. Reckitt internal net revenue data.

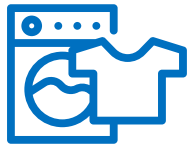
LYSOL: NEW CATEGORIES AND CHANNELS PROVIDE FURTHER ROUTES TO SUSTAIN GROWTH

Category creation:
Leveraging our equity into spaces where germ kill is relevant



77%+

of consumers say odor removal is more important than fragrance[1]



$14B

Laundry Care category size[2]

Channel development:
In and out of traditional retail

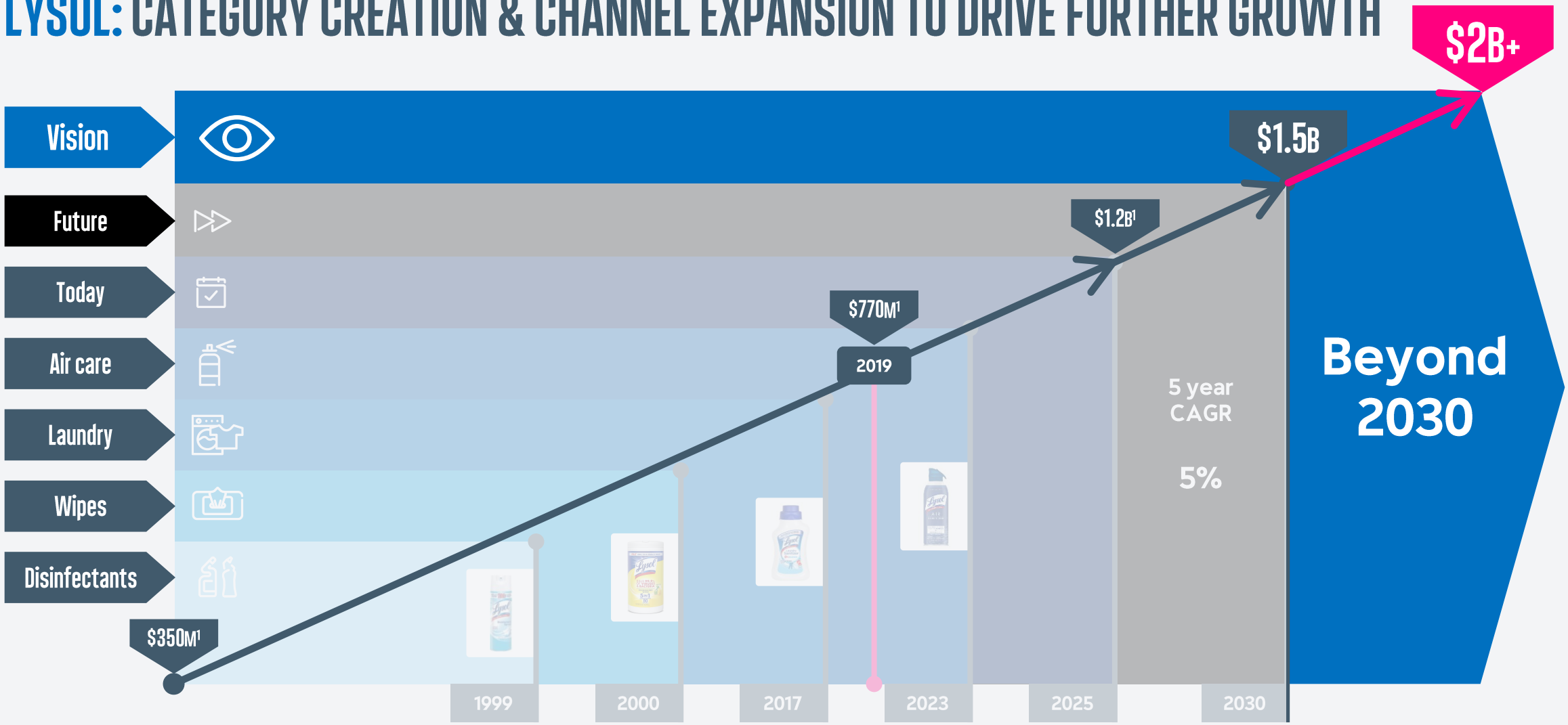


c.$1.5B channel expansion

from "away-from-home" and hardware to professional services[2]

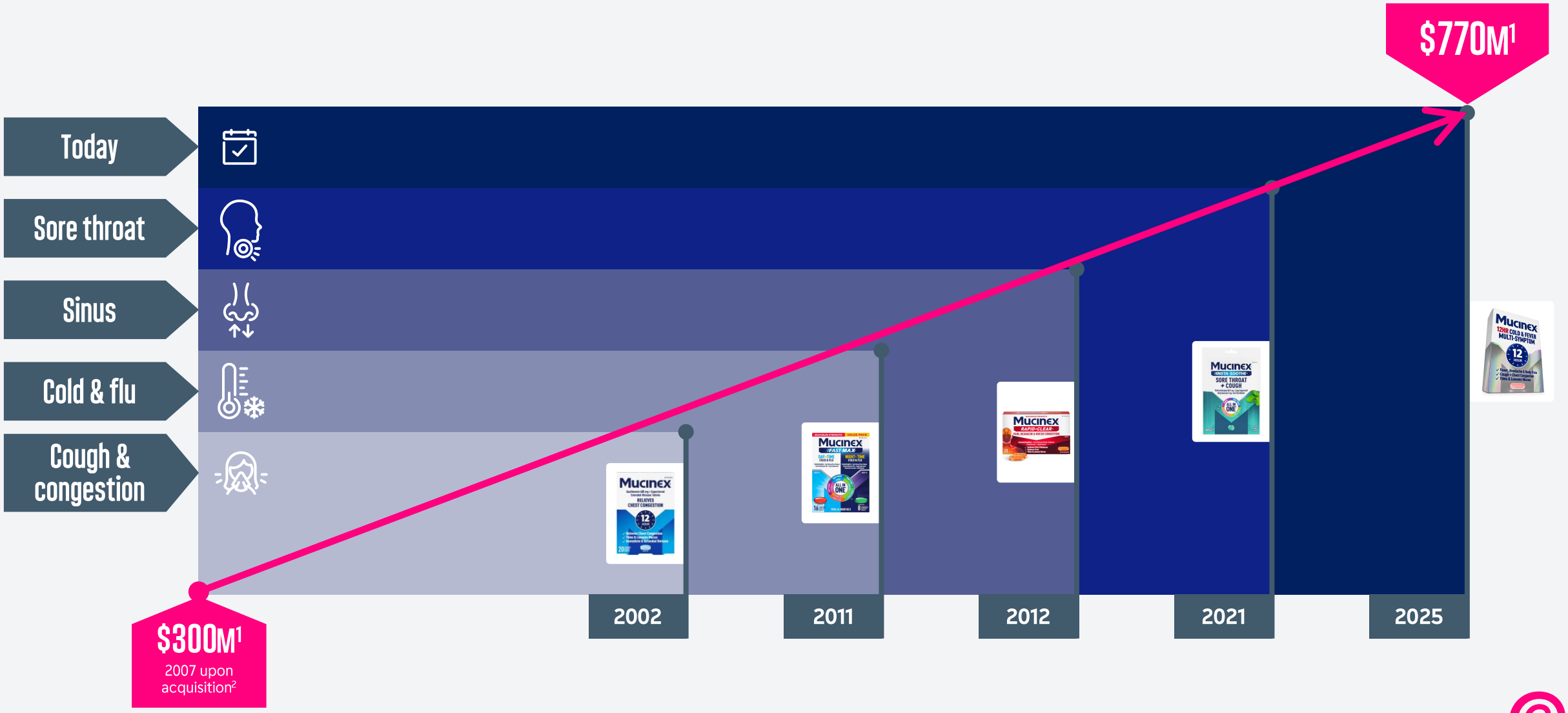
1. US Aircare Home Fragrance Study, Mintel, 2026. 2. Nielsen data.

LYSOL: CATEGORY CREATION & CHANNEL EXPANSION TO DRIVE FURTHER GROWTH



1. Reckitt internal net revenue data

MUCINEX: A POWERFUL EQUITY WITH A PROVEN TRACK RECORD OF GROWTH



1. Reckitt internal net revenue data. 2. 2007 data includes Delsym.

MUCINEX: SIGNIFICANT PENETRATION HEADROOM REMAINS ACROSS THE EXISTING BASE

Total Mucinex 26%[1]

Core Segments

≥10% HH penetration[1]



Expansion Segments

<10% HH penetration[1]



1. Numerator Insights Latest 12 months ending July 2026

MUCINEX: INNOVATION AND CHANNEL EXPANSION PRESENT A PATHWAY FOR FURTHER GROWTH

Channel development:

In and out of traditional retail

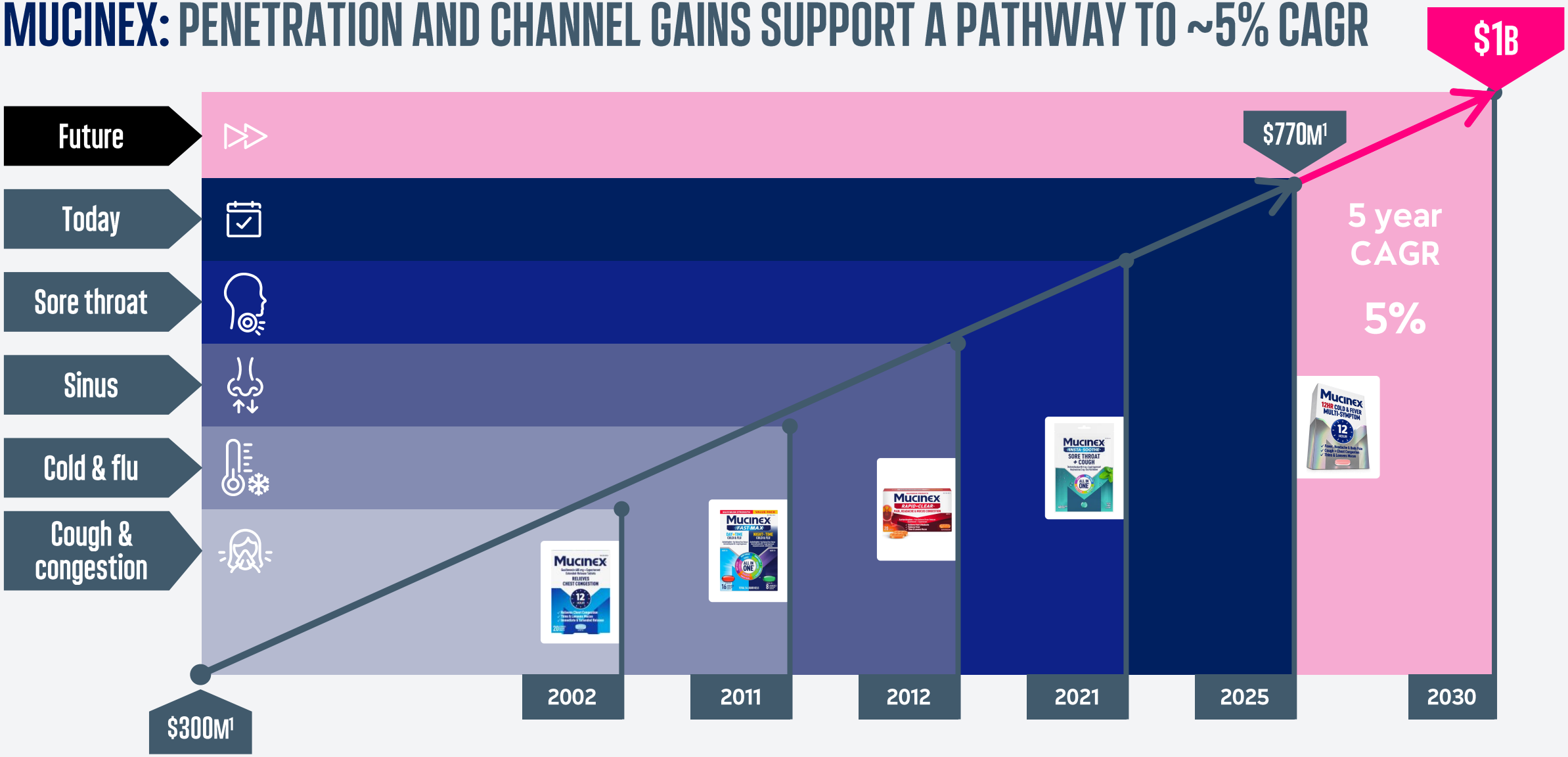


c.$700M[1] channel opportunity

from "away-from-home" to e-commerce – quick solutions to consumers

1. Nielsen data + Stackline - c.$700m represents convenience and e-commerce channel market size for upper respiratory category

MUCINEX: PENETRATION AND CHANNEL GAINS SUPPORT A PATHWAY TO ~5% CAGR



1. Reckitt internal net revenue data

WELLNESS BRANDS: INCREASED RELEVANCE OF WELLNESS PRODUCTS WITH GROWING AUDIENCES



Proactive & holistic healthcare

Cross generation priority



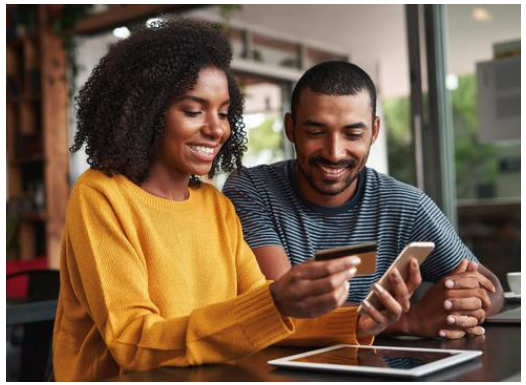
Healthy aging

Seniors + Medicare Advantage



Changing needs & life stages

Women's Health + GLP 1

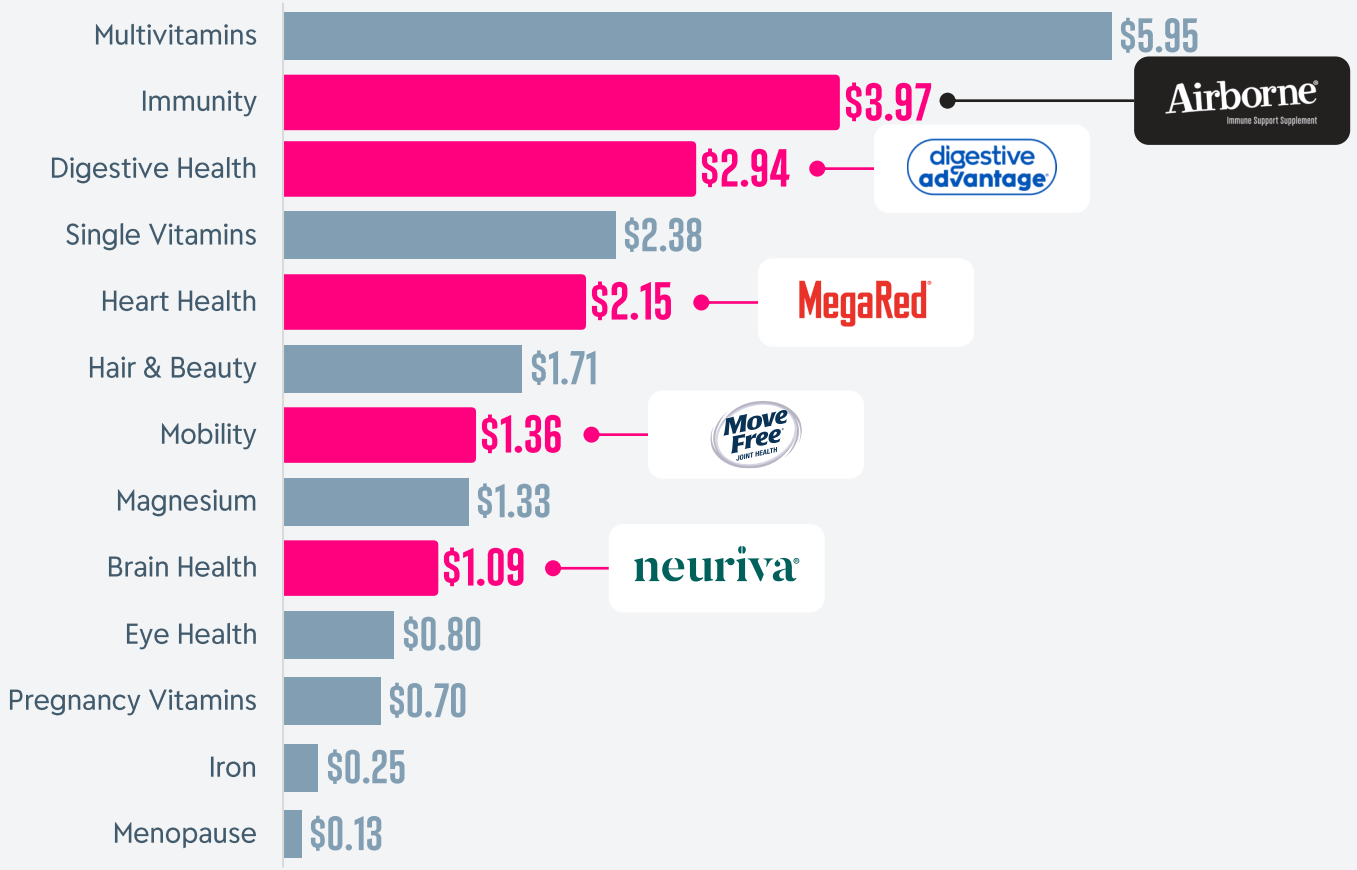


Social first

Modern demand generation models

WELLNESS: OUR VMS PORTFOLIO IS WELL POSITIONED TO SATISFY CONSUMERS' NEEDS ACROSS AUDIENCES

U.S. TOTAL CATEGORY VIEW ($B)[1]



USAGE BEHAVIOR

8 in 10

VMS users have **2 or more products** in their routine[2]

BUYING BEHAVIOR

Average VMS household buys

3.8

segments per year[3]

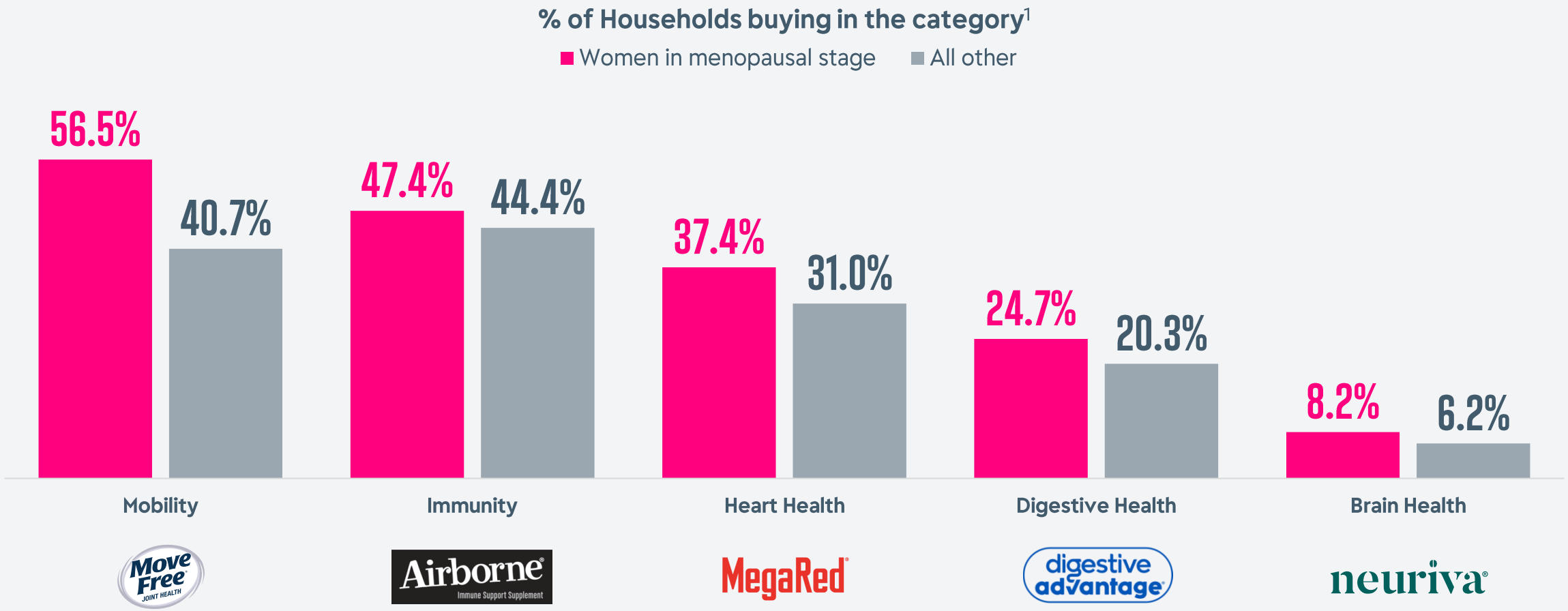
>$500/year

Annual spend for heavy VMS buyers[3]

1. Nicholas Hall DB6, USA, retail and internet only. 2. Mintel Insights: U.S. Vitamins, Minerals & Supplements Report (2025). 3. Numerator Insights Panel Last 52 Weeks (H1 2026)

WELLNESS: PREVALENCE OF WOMEN'S HEALTH NEEDS CREATES FURTHER OPPORTUNITIES

Women in menopausal stages over-index in VMS categories that Reckitt plays in



1. Numerator Panel Insights L52 Ending H1 2026, U.S.

KY: AN EQUITY TO BUILD A BRAND BEYOND LUBRICANTS

FROM
America's Leading Lubricant
#1 doctor recommended[1]

TO
America's Leading Female Intimate Wellness Brand

EXPAND THE NEED
Sex ▷▷ **intimate comfort**

EXPAND THE OCCASION
Sex occasionally ▷▷ **intimate care regularly**

EXPAND THE CONSUMER
Sexually active adults ▷▷ **women across life stages**

EXPAND THE PORTFOLIO
Lube ▷▷ **hydration + balance + comfort + pleasure**



1. Iqvia, ProVoice Survey, April 2026

EMBRACING A SOCIAL FIRST MODEL TO BUILD RELEVANCE WITH THE RIGHT AUDIENCE



WELLNESS: MODERN DEMAND GENERATION MODEL DRIVES OUTPERFORMANCE

Brand context

Outdated, #2 brand

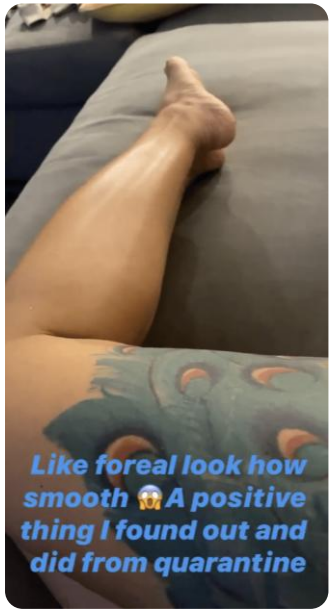
Veet

Veet unaided awareness: 4%[1]

c. 10% market share in 2022[2]

The a-ha moment

Leads to strategic re-set



24hrs following Cardi's post...

... significant uplift in Amazon search traffic and sales

Generates real results

Gen Z Impact

+21%

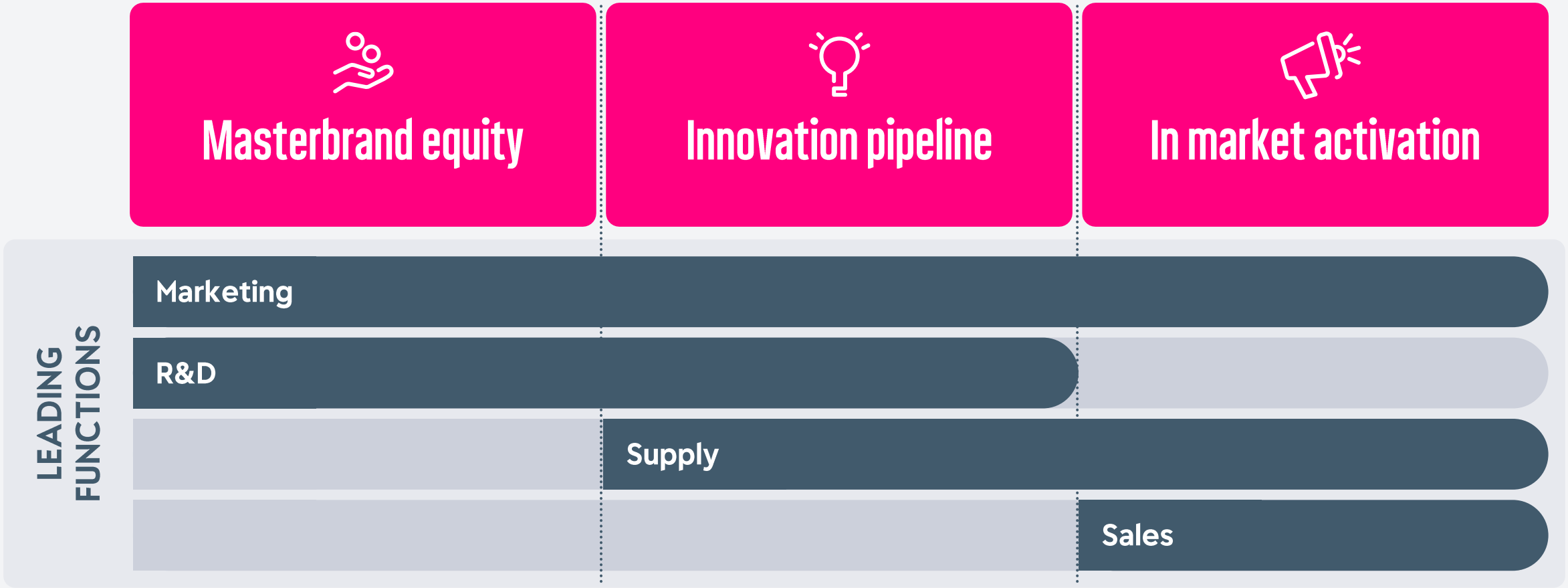
Total POS growth[3]

1. Brand Equity Tracker 2019 HAUSER & ASSOCIATES, INC. 2. Nielsen xAOC share of depilatories category 2022. 3. YTD through 11/17/26 Nielsen xAOC and Amazon combined

POWERED BY THE RIGHT CULTURE AND ORGANIZATION

POWERED BY THE RIGHT
POWERED BY THE RIGHT
POWERED BY THE RIGHT
CULTURE AND ORGANIZATION
CULTURE AND ORGANIZATION
CULTURE AND ORGANIZATION

OUR END-TO-END MODEL:
LEANER AND FASTER DECISION-MAKING STRUCTURE



OUR DIFFERENTIATOR:
WE ARE FAST, BOLD AND NIMBLE

FAST

Ideas to market



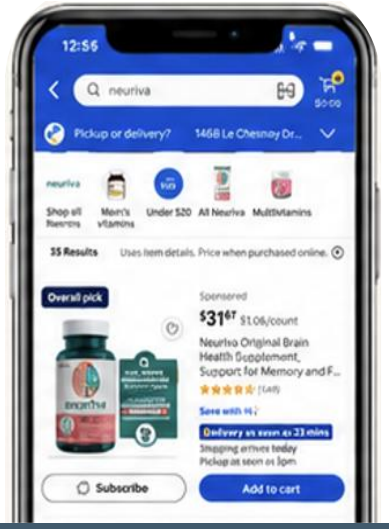
BOLD

Test & learns



NIMBLE

Omni optimized



OUR DIFFERENTIATOR:
WE ARE FAST, BOLD AND NIMBLE

FAST

Ideas to market



8 months from idea to shelf

BOLD

Test & learns

TikTok Shop

+21% POS

NIMBLE

Omni optimized



+20% add to cart

ICONIC BRAND POWER
ICONIC BRAND POWER
ICONIC BRAND POWER

ICONIC BRAND POWER

To capture new opportunities

OUR WINNING GLOBAL PLAYBOOK IN ACTION
ICONIC BRAND BUILDING

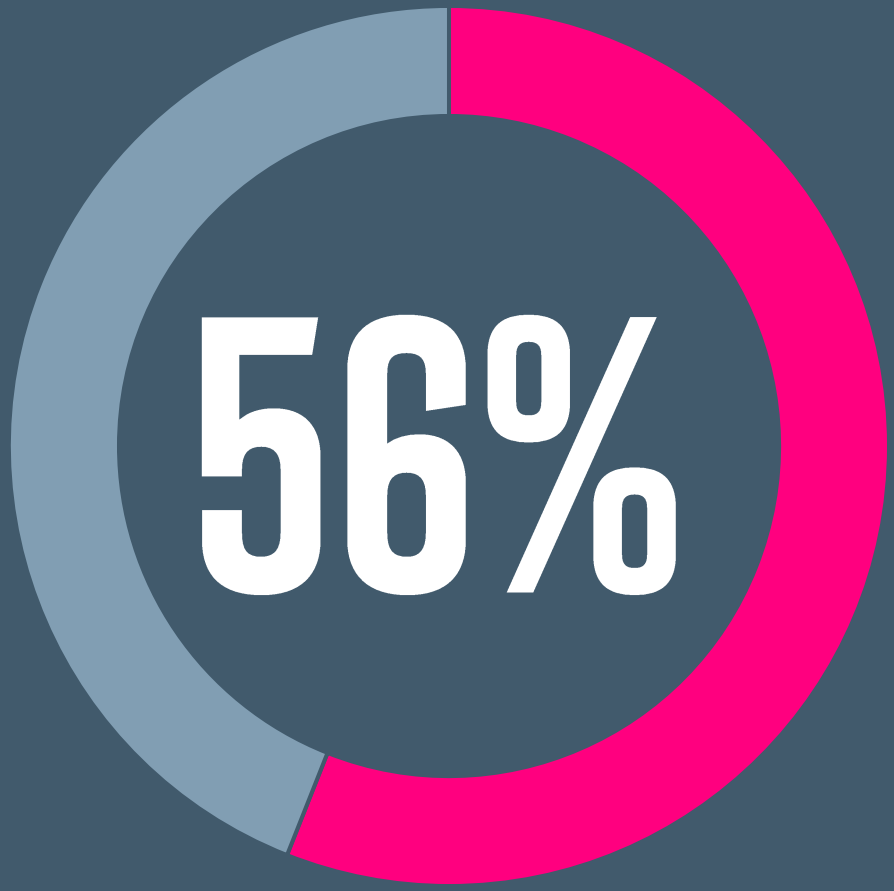
ICONIC BRAND POWER

SUPERIOR INNOVATION

CONSUMER OBSESSED

EXECUTION EXCELLENCE

LYSOL HOUSEHOLD PENETRATION[1]



1. Numerator Insights latest 12 months ending July 2026

BUILT ON CONSUMER INSIGHTS AND BREAKTHROUGH SCIENCE...
A REVOLUTION WAS NEEDED IN AIR CARE

CATEGORY FULL OF BROKEN PROMISES

Current products mask odors with fragrance, lingering odors remained



CONSUMER BEHAVIOR

Using Lysol Disinfectant Spray to clean the air



If consumers trust Lysol on every surface in their home, why can't Lysol help in the air as well?

LYSOL CHANGED THE EXPECTATIONS OF AIR CARE... AND IT'S ONLY THE BEGINNING!



Expanded fragrance range

Seasonal fragrances

COMING 2027: LYSOL FABRIC SANITIZER



COMING 2027: LYSOL FABRIC SANITIZER

Kills 99.9% of odor-causing bacteria on hard-to-wash fabrics[1]



Superior CONCEPT → **Top 20%**
Purchase intent[1]
(Bases concept score)

Superior LIKING → **8.4**
Overall liking[2]
(vs 8.09 leader)

Superior PRODUCT → **8.3**
Scent liking[2]
(vs 7.88 leader)

1. Lysol Fabric Sanitizer Spray QP, NIQ Bases June 2025. 2. IPSOS Home User Testing Round 2 March 2025.

OUR PLAYBOOK IN ACTION
SCIENCE AT THE HEART OF SELF CARE



ICONIC BRAND POWER



SUPERIOR INNOVATION



CONSUMER OBSESSED



EXECUTION EXCELLENCE

WHO IS THIS?



WHO IS THIS?

80% RECOGNITION[1]



1. Mountainview learnings, measuring distinctiveness 2026.

MUCINEX: DEMONSTRATES OUR SCIENCE-LED INNOVATION MODEL

Cough & congestion
2004

The FIRST FDA-approved 12hr expectorant



Cold & flu day
2011

The FIRST brand totally Max Strength



Cold & flu night
2019

The FIRST with Triprolidine (shorter sedation)



Cough drops
2022

The FIRST 4hr cough relief



Pediatric cough
2024

The FIRST children's 4hr cough relief chew



Evolution of the brand & category diversification

THE $2.5B U.S. COLD & FLU CATEGORY[1] WAS PRIMED FOR DISRUPTIVE INNOVATION

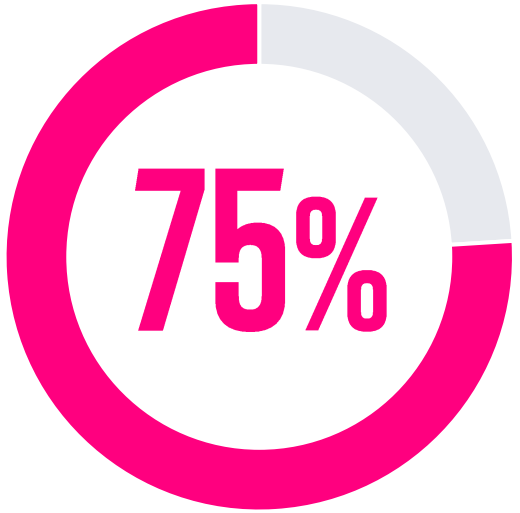
Cold & Flu relief has been a 'sea of sameness'



Combinations of the same active ingredients
Similar flavors and formats

NEARLY ALL GIVE **ONLY 4HRS OF RELIEF**

Consumers need all-day relief, but only want to dose 2X daily, leaving their symptoms to return



sufferers dose 1-2 times a day[2]

1. Nielsen data. 2. Numerator, April 2022.

And now, our brightest example, is our biggest innovation in decades, Mucinex 12 Hour Cold & Fever.



Let's see how this breakthrough formula came to be...

MUCINEX 12HR: SHARING OUR BREAKTHROUGH INNOVATION WITH CONSUMERS AT SCALE



Displays

Floor stands and end caps



Up to 12 facings at shelf

Reaching 97%[1]
of U.S. adults

Planned #1 Share of Voice[1]
in cough/cold

+1.75B[1]
planned impressions

1. Reckitt internal estimate

OUR PLAYBOOK IN ACTION
UNDERSTANDING EVOLVING CONSUMER NEEDS



ICONIC BRAND POWER



SUPERIOR INNOVATION



CONSUMER OBSESSED



EXECUTION EXCELLENCE

CONSUMER OBSESSION: UNDERSTANDING OF OUR TARGET AUDIENCES

Many of our brands have an over-index with seniors, presenting a valuable audience for innovation and activation

Generation Penetration Indices	BIOFREEZE COOL THE PAIN	MegaRed	neuriva
Boomers (62 – 80 years old)[1]	139	150	171

1. Numerator insights, L52 weeks through September 2026

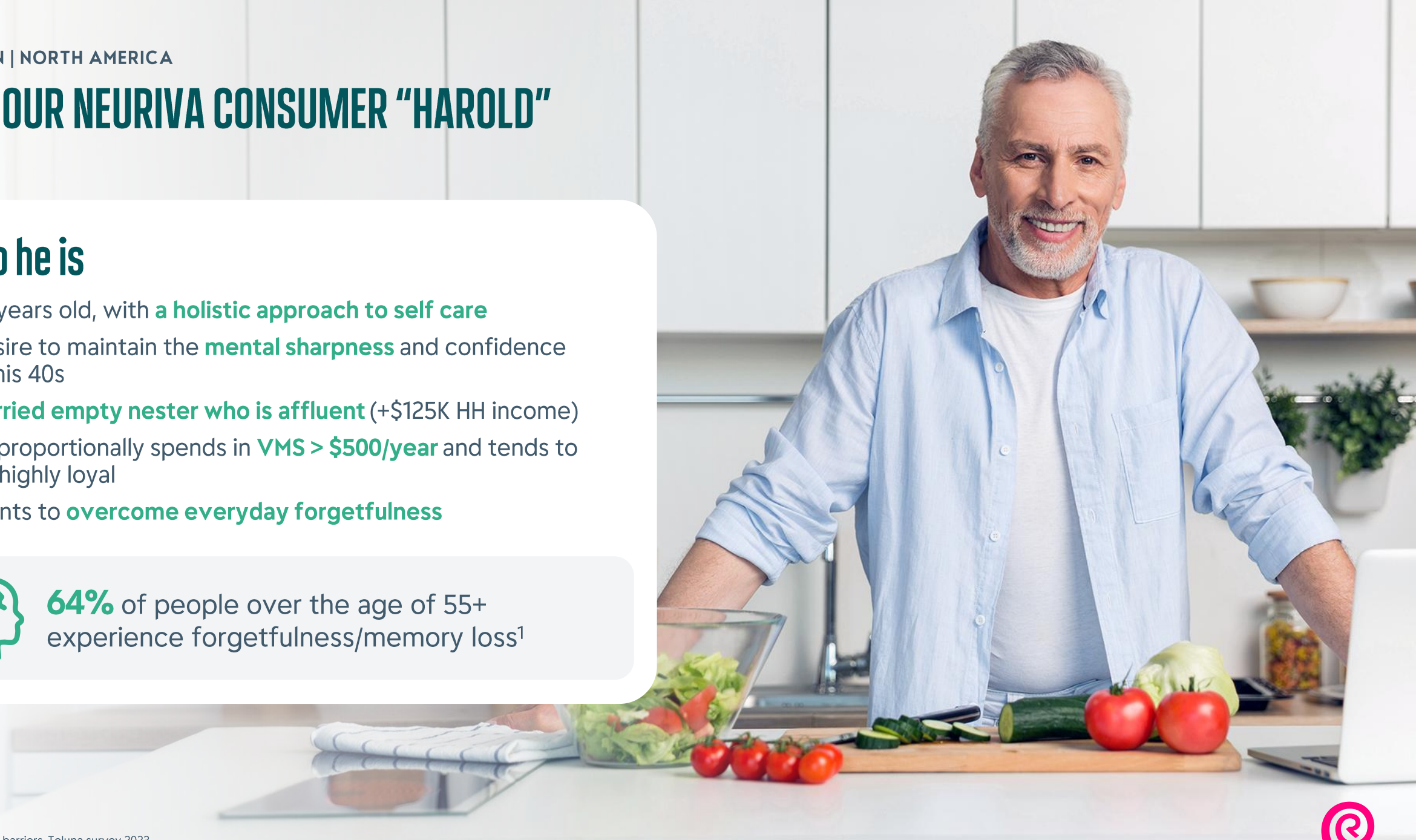
FOCUS ON | NORTH AMERICA

MEET OUR NEURIVA CONSUMER "HAROLD"

Who he is

- 62 years old, with **a holistic approach to self care**
- Desire to maintain the **mental sharpness** and confidence of his 40s
- **Married empty nester who is affluent** (+$125K HH income)
- Disproportionally spends in **VMS > $500/year** and tends to be highly loyal
- Wants to **overcome everyday forgetfulness**

64% of people over the age of 55+ experience forgetfulness/memory loss[1]



1. Brain drivers & barriers, Toluna survey 2023

OUR UNDERSTANDING OF HAROLD LEADS US TO LAUNCH NEURIVA MEMORY 3D!

Our existing range covers core cognitive health



Memory is the #1 brain concern for older consumers[1]

Neuriva Memory 3D supports 3 dimensions of memory

Backed by
3 published Clinical Studies on the Ingredients



1. Brain drivers & barriers, Toluna survey 2023

IN CLOSING...
WE HAVE A STRONG PORTFOLIO OF BRANDS WITH EVEN GREATER POTENTIAL



All about category creation, increase the size of the pie



Equity of our brands is "stronger" than the size of our business today



Innovation built on macro trends to propel growth

ICONIC BRANDS ONLY MATTER IF WE EXECUTE WITH EXCELLENCE WITH THE NEW WAYS TO GO TO MARKET



ICONIC BRAND POWER



SUPERIOR INNOVATION



CONSUMER OBSESSED



EXECUTION EXCELLENCE

FOCUS ON | NORTH AMERICA

SALES & OMNI EXCELLENCE

How we win today



JONATHAN WEISS

JONATHAN WEISS

JONATHAN WEISS

JONATHAN WEISS

JONATHAN WEISS

VP Customer Marketing

LET'S GO BACK TO 2016...



WHAT HAPPENED BACK IN 2016?

Amazon had a sub 3% market share[1]

Walmart leans into ecommerce[2]



National printed circulars per period[3]



Retail Media was a tradeable not a demand tool[4]

1. Euro Monitor 2016. 2. Marketplace Pulse, The evolution of Walmart.com, 2018. 3. Gázquez-Abad & Martínez-López (2016), Journal of Retailing and Consumer Services, 28, 263–273.
4. Dukes & Liu (2010), Marketing Science, 29(1), 94–107; Shankar et al. (2011), Journal of Retailing, 87(S1), S29–S42.

THE SALES FUNDAMENTALS WERE SIMPLE AND CLEAR

PHYSICAL AVAILABILITY

BOLD NATIONAL EXECUTION

4P EXCELLENCE

LASER FOCUS ON BIGGEST RETAILERS



4P: Product, Price, Placement, Promotion

WHILE THE FUNDAMENTALS HAVE NOT CHANGED, HOW WE EXECUTE HAS EVOLVED



ENDLESS SHELF





TARGETED EXECUTION & BOLD ACTIVATION





FULL FUNNEL OF TACTICS





OMNI & RETAIL MEDIA DEMAND GENERATION



1. 4P: Product, Price, Placement, Promotion. 2. Walmart Scintilla data.

KEY THEMES FOR THE FUTURE OF OMNI & SALES EXCELLENCE



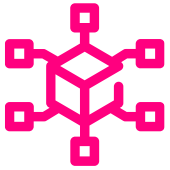
1

CREATE & GROW CATEGORIES



2

LEVERAGE TECH TO ENHANCE GO TO MARKET



3

FUEL OMNICHANNEL GROWTH

INSIGHTS AND RETAILER PARTNERSHIPS HELP CREATE AND GROW CATEGORIES

CATEGORY LEADERSHIP DRIVES OUTPERFORMANCE

2X Top tier suppliers achieving 2X fair share of category growth rate[1]

CASE STUDY: LYSOL AIR SANTIZER

MAJOR RETAILER CATEGORY PARTNERSHIP RE-INVIGORATING AEROSOLS

INSIGHTS:

77% Say odor control more important than fragrance[2]

0% Of products kill the bacteria that causes odor[3]

ACTIVATION:



87% New to category buyers



1. Advantage survey. 2. US Aircare Home Fragrance Study, Mintel, 2026. 3. U.S EPA.

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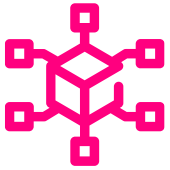


3

FUEL OMNICHANNEL GROWTH

2 - Leverage tech to enhance go to market

AI & BESPOKE TECH EVOLVES OUR RETAIL EXECUTION FROM GOOD TO GREAT

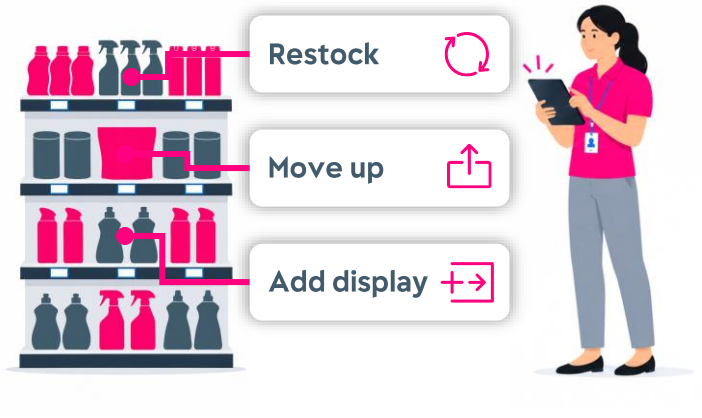
LEGACY RETAIL EXECUTION

- Manual checklist
- Entire list serviced
- Limited display support



2026: SMART EXECUTION

- AI driven, store specific
- Only exceptions serviced
- Compliance prioritized



+60bps
on shelf availability[1]

98%
display execution[2]

1. Smart Execution, Retailer: Walmart, all brands. Time period: 6/1/25 versus 10/1/25 (pilot end vs start date). 2. Smart Execution, Retailer: Walmart Health & Wellness Wall Execution, Time Period: Nov 2025 till Feb 2026. Display execution reached up to 98% during the promotion period.

2 - Leverage tech to enhance go to market

RGM[1] BALANCES GROWTH, RETURNS AND REINVESTMENT

RICHER INPUTS

- Sales data
- Price & elasticity
- Promotions data
- Channel and shopper research
- Assortment and portfolio

BETTER DECISIONS

- Better pricing decisions
- More effective promotions
- Free up funds to reinvest
- Drive quality growth

KY EST. 1904

RGM[1] promo optimization

5x IMPROVEMENT IN PROMO ROI[2]

1. RGM: Revenue Growth Management. 2. Reckitt Internal estimate

KEY THEMES FOR THE FUTURE OF OMNI & SALES EXCELLENCE



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3

FUEL OMNICHANNEL GROWTH

WINNING OMNICHANNEL FUELS LONG-TERM INCREMENTAL GROWTH

MARKET TODAY: STRONG GROWTH ONLINE

~25%
Online sales mix[1]


Growth contribution

RECKITT: INCREMENTAL OMNI GROWTH



2.5x
Spend increases for Reckitt omni shoppers[2]

More omni shoppers = incremental growth
EASIER TO FIND | EASIER TO BUY | MORE REASONS TO BUY

1. Reckitt internal data. 2. Scintilla data.

OUR OMNI GROWTH ENGINE EXPANDS REACH AND CONVERSION

EASIER TO FIND | EASIER TO BUY | MORE REASONS TO BUY

- **Endless shelf excellence**
- **Best in class content**
- **AI search built for today**
- **Precision targeting & social commerce**
- **Full funnel omni marketing**

Make the fundamentals work harder.

FROM GOOD TO GREAT

Accelerate growth with new shoppers and demand.

ENDLESS SHELF EXPANDS ASSORTMENT – AND IS DRIVING +17% UNITS

OPPORTUNITY

In-store
Limited space

Online shelf
No physical limits

WHAT WE DID

Omni assortment that drives growth:
More SKUs online leveraging in-store

	In-store SKUs[1]	Digital SKUs[1]
Lysol	82	104
finish	31	41

IMPACT

+17%

Unit sales[2]

1. Reckitt internal data. 2. Scintilla data

FOCUS ON | NORTH AMERICA

Best in Class Content

BETTER CONTENT INCREASES CONVERSION

OPPORTUNITY

1 IN 4

shoppers don't visit the Product Detail Page before purchasing[1]

WHAT WE DID



IMPACT

+20%

Add to cart[1]

1. Scintilla digital landscapes data

WE ARE PREPARED FOR HOW CONSUMERS SHOP TODAY USING AI

OPPORTUNITY

1 IN 2

consumers use AI for product discovery or shopping weekly[1]

HOW AGENTIC AI DRIVES COMMERCE

PROMPTS REVEAL TRUE CONSUMER NEEDS



"Ollie is feeling sick at the moment. He has a fever and a bit of a cough. He is so picky with the flavor of medicine (he hates grape!) and I don't know what to get him. It's late, what's open?"



1. Semrush U.S. Consumer Survey, Dec 2025

EVOLVING OUR SEARCH FUNDAMENTALS DRIVES RESULTS

EVOLVING OUR APPROACH

2016: LEGACY SEARCH

SEO[1]
Improve organic rankings via content

PAID SEARCH
Invest in key words to drive rankings

Consumer intimacy

2026+ GEO APPROACH

GEO[2]
Driving recommendation on priority prompts via content optimization & accessibility

PAID PLACEMENT
Invest in placements in branded/non branded prompts (on/off platform)

IMPACT

+40%
Spend/order of shoppers using Alexa LLM[3]

+30%
CVR of sponsored Dish prompts vs search[3]

1. Search Engine Optimisation. 2. Generative Engine Optimisation. 3. Amazon Hardlines & Everyday Essentials Executive Summit, September, 2026

MOVE FREE: PRECISION SHOPPER TARGETING GROWS OMNI CHANNEL SALES



MOVE FREE: PRECISION SHOPPER TARGETING GROWS OMNI CHANNEL SALES

OPPORTUNITY

3X Over index of Move Free with Asian American audience[1]



WHAT WE DID

11M+ Unique people reached[2]







IMPACT

+17%

Costco sales vs. same execution/period PY[3]

1. Numerator insights, L52 weeks through September 2026. 2. Move Free Asian American campaign data. 3. Costco POS data, 2 weeks display ending 01/19/2025.

360 OMNI CAMPAIGN SHOWS HOW FULL-FUNNEL EXECUTION CREATES CATEGORY GROWTH



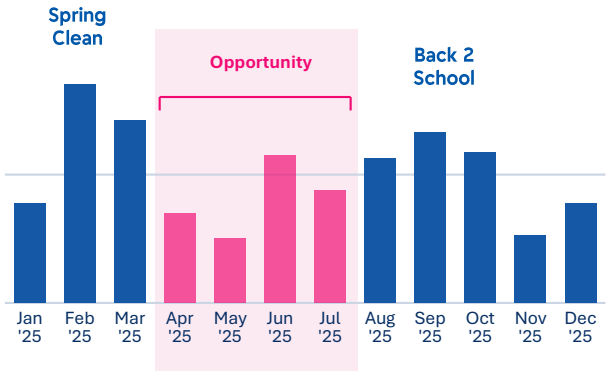
FOCUS ON | NORTH AMERICA

Full Funnel Omni Campaigns

360 OMNI CAMPAIGN SHOWS HOW FULL-FUNNEL EXECUTION CREATES CATEGORY GROWTH

OPPORTUNITY

Identified a white space opportunity for demand creation



WHAT WE DID



Walmart Connect

IMPACT

+29%

Total program lift
vs. prior period[1]

1. Scintilla Walmart sales data, 5/16/26 till 7/3/26

IN CLOSING...

GO TO MARKET EXCELLENCE & ACTIVATION IS A COMEPTITIVE ADVANTAGE



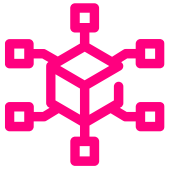
1

CREATE & GROW CATEGORIES



2

LEVERAGE TECH TO ENHANCE GO TO MARKET



3

FUEL OMNICHANNEL GROWTH

BUILT LOCALLY
BUILT LOCALLY
BUILT LOCALLY

BUILT LOCALLY

Investing for resilience and future growth

NORTH AMERICA DEMANDS A FAST AND AGILE SUPPLY MODEL

ONSHORING FOR AGILITY AND VALUE CREATION



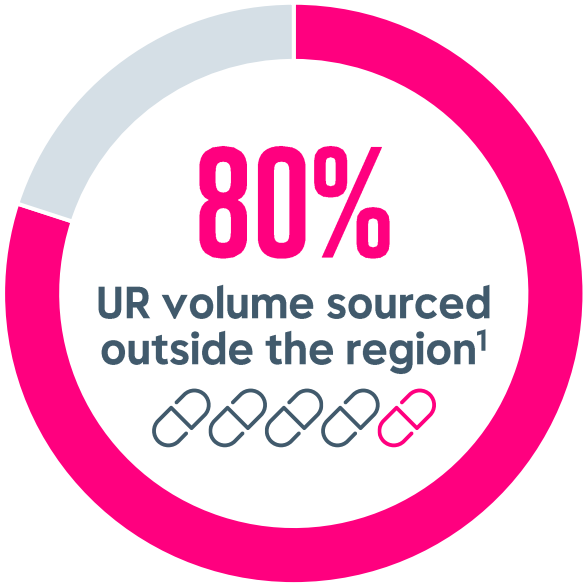
INVESTMENTS FOR NETWORK RESILIENCE



AI POWERED SUPPLY CHAIN

LOCALIZING SELF CARE SUPPLY IMPROVES SPEED AND RESILIENCE

THE CHALLENGE





Typical replenishment lead time

THE SOLUTION



Wilson site as the foundation for Self Care

1. Reckitt internal data

WILSON PLANT: CREATING A GROWTH & RESILIENCE ENGINE FOR SELF CARE

c.$400M investment Wilson, NC[1]



Growth & Agility

- Expand Move Free & Mucinex
- Faster commercialization
- Future healthcare innovation

Capabilities

- Local value creation
- Expert US talent pool

1. https://scw-mag.com/news/reckitt-maker-of-mucinex-and-lysol-expands-us-output-with-400-million/

NORTH AMERICA DEMANDS A FAST AND AGILE SUPPLY MODEL

ONSHORING FOR AGILITY AND VALUE CREATION



INVESTMENTS FOR NETWORK RESILIENCE



AI POWERED SUPPLY CHAIN

COMMITMENT TO SCALING HYGIENE CAPACITY TO SUPPORT FUTURE DEMAND

STRONG CATEGORY GROWTH

+c.10%
Total CAGR[1]

Lysol BRAND



+c.8%
Wipes CAGR[1]

Investing for growth: **$200M+ Lysol Capex**

1. Reckitt internal net revenue data, 2019 - 2025

$200M+

Strategic investments driving capacity, performance & resilience

- +30% capacity
- Increased automation & speed
- Greater capacity for future innovation

NORTH AMERICA DEMANDS A FAST AND AGILE SUPPLY MODEL

ONSHORING FOR AGILITY AND VALUE CREATION



INVESTMENTS FOR NETWORK RESILIENCE



AI POWERED SUPPLY CHAIN

AI IS IMPROVING OUR OPERATIONAL EXCELLENCE

Planning

Lift service, agility & inventory

- Augmented Planning
- Inventory optimization

Manufacturing

Improve safety, flow, production & cost

- Improve safety standards
- Efficient maintenance

Procurement

Reduce external spend

- Negotiation excellence
- Contract fulfilment

Quality

Strengthen compliance & speed

- Automate documentation
- Root cause analytics

HUMAN IN THE LEAD: AI generates insights, drafts and recommended actions; people review, validate and remain accountable for decisions.

CREATING A FUTURE COMPETITIVE ADVANTAGE:
BUILDING A SCALABLE, RESILIENT & AGILE NETWORK

ONSHORING FOR AGILITY AND VALUE CREATION



INVESTMENTS FOR NETWORK RESILIENCE



AI POWERED SUPPLY CHAIN

FINANCIALS

A key driver of Core Reckitt's +4 to +5% medium-term LFL NR growth guidance



SHANNON EISENHARDT

SHANNON EISENHARDT

SHANNON EISENHARDT

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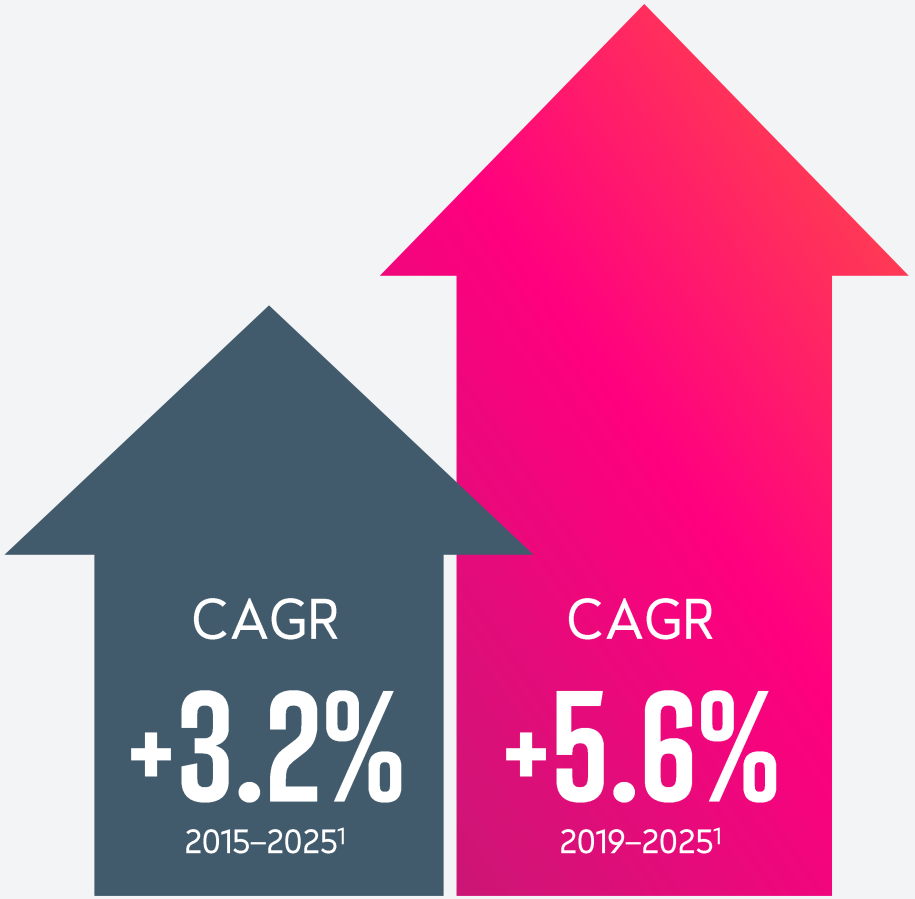
SHANNON EISENHARDT

Chief Financial Officer

A TRACK RECORD OF GROWTH, WITH MULTIPLE ROUTES TO CONTINUE



GROWING THE CORE

NEW CATEGORIES

NEW SPACES

SUPERIOR INNOVATION

CONSUMER OBSESSED

EXECUTION EXCELLENCE

1) Annual net revenue growth at constant currency and excludes the effect of applying hyperinflation accounting in the relevant subsidiaries and excludes revenue from businesses disposed during the period.

RESILIENT GROSS MARGINS SUPPORT GROWTH AND REINVESTMENT



NAC Gross Margin
2019–2025

+60bps[1]

GROSS MARGIN RESILIENCE

Long-term

- Favorable mix and premiumization
- RGM to optimize price, promotion and trade investment
- Productivity initiatives

Near-term

- Strategic growth investments driving higher depreciation
- Mitigating short-term geopolitical and economic volatility

1. Reckitt internal P&L data

A STRONG PROFIT BASE GIVES US CAPACITY TO INVEST



STABLE GROSS MARGIN

EFFICIENCY

Fuel for Growth

GBS

AI & Digital

INVESTMENT

Behind our brands

Innovation pipeline

Capabilities

1. Amount as disclosed in the FY25 results announcement

RECKITT NORTH AMERICA:
A FINANCIAL MODEL BUILT TO COMPOUND



SUSTAINABLE NET REVENUE GROWTH

In the core

New categories & channels



RESILIENT GROSS MARGIN

Mix and premiumization

Productivity



OPERATING LEVERAGE

Efficiency

Investment

A KEY DRIVER OF CORE RECKITT'S MEDIUM-TERM +4 TO +5% LFL NET REVENUE GROWTH GUIDANCE

CONCLUSION & TAKEAWAYS

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A key driver of Core Reckitt's medium-term +4% to +5% LFL Net Revenue growth guidance

Category value creation through iconic brand building

NEW Lysol Fabric Sanitizer – extending an iconic brand into new spaces

Winning the shopper through omnichannel excellence

Veet

neuriva

From Gen-Z to Boomers – reaching **NEW** consumers in **NEW** ways

Investing and strengthening our supply chain

Mucinex

NEW state-of-the-art home for Mucinex

THANK YOU
THANK YOU
THANK YOU
THANK YOU
THANK YOU
THANK YOU