



FOCUS ON
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FOCUS ON
FOCUS ON
FOCUS ON

**UNIFIED GLOBAL
CATEGORY ORGANISATION
29 MAY 2025**

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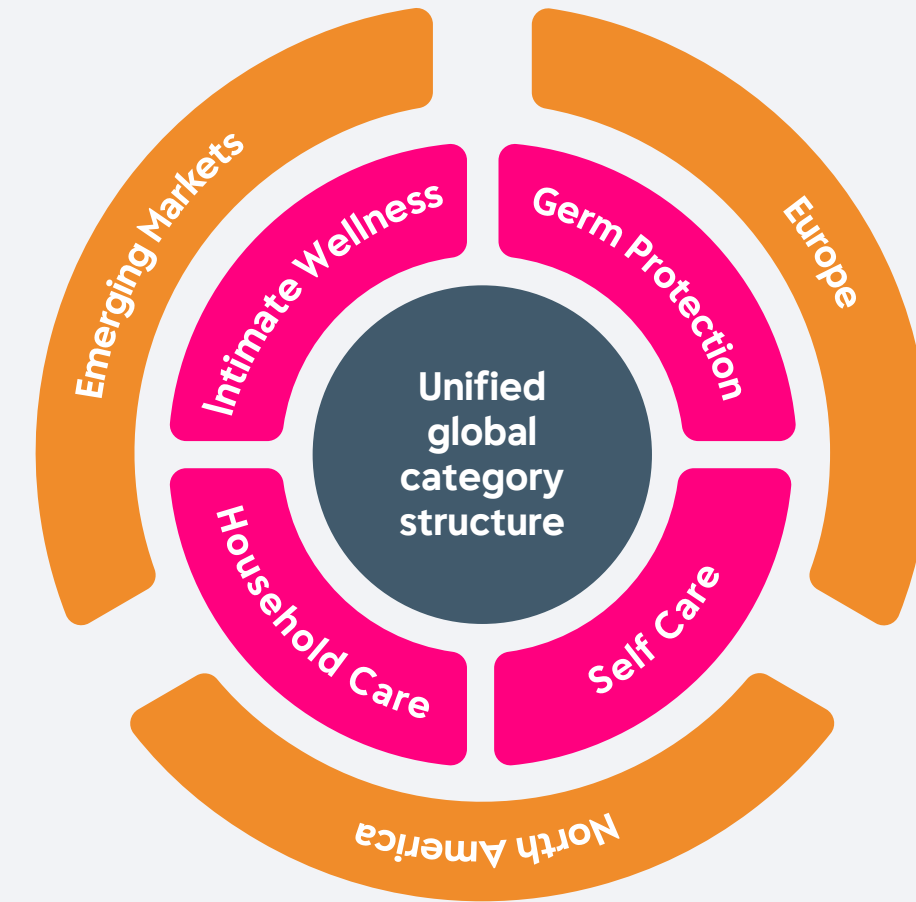
WELCOME

KRIS LIGHT
CEO



**WE CREATE
AND GROW
POWERBRANDS**

A SIMPLER, MORE EFFECTIVE CORE RECKITT





**WORLD-CLASS
PORTFOLIO**



**WINNING
PLAYBOOK**



**NEW
ORGANISATION**

+4% TO +5% MEDIUM-TERM LFL NET REVENUE GUIDANCE FOR CORE RECKITT

TODAY'S PRESENTERS



Ryan Dullea

Chief Category Growth Officer



Pankaj Duhan

SVP Germ Protection



Serra Bicap

SVP Self Care



Gonzalo Balcazar

SVP Household Care



Charlotte Schloesing

SVP Intimate Wellness



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**UNIFIED GLOBAL
CATEGORY ORGANISATION
29 MAY 2025**

OVERVIEW

OVERVIEW

 **FOCUS ON**

OVERVIEW

OVERVIEW

OVERVIEW

RYAN DULLEA
CHIEF CATEGORY
GROWTH OFFICER

CATEGORY GROWTH STRATEGY



PORTFOLIO CURATION PRINCIPLES



**Enduring
competitive
advantage**



**Long-term
runway for
growth**



**Attractive
earnings
model**

RECKITT'S PORTFOLIO CONTAINS A RANGE OF WORLD-CLASS POWER-BRANDS



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 FY2024 (based on branded players only).

PORTFOLIO CURATION PRINCIPLES



**Enduring
competitive
advantage**



**Long-term
runway for
growth**



**Attractive
earnings
model**

WE PLAY IN STRONG CATEGORIES



SELF CARE

+c.7%

'20-'24 CAGR¹



GERM PROTECTION

+c.5%

'20-'24 CAGR²



Long-term
runway for
growth



HOUSEHOLD CARE

+c.6%

'20-'24 CAGR²



INTIMATE WELLNESS

+c.5%

'20-'24 CAGR³

1. Nicholas Hall, category CAGR 2. Euromonitor, category CAGR 3. Euromonitor and GTC database, category CAGR

OUR CATEGORIES HAVE LONG RUNWAYS FOR GROWTH



SELF CARE

66%

people paying more attention to their health¹



GERM PROTECTION

58%

growth in disease causing germs²



Long-term
runway for
growth



HOUSEHOLD CARE

14%

global household penetration³



INTIMATE WELLNESS

1%

of sex occasions include Durex⁴

1. <https://www.mindshareworld.com/news/mindshares-wellness-revolution-report-people-care-more-for-their-wellbeing-than-ever-before>)

2. <https://doi.org/10.1099/mic.0.001269> 3. Internal modelling based on Euromonitor and Nielsen data 4. 2024 Global Sex Survey data

PORTFOLIO CURATION PRINCIPLES



**Enduring
competitive
advantage**

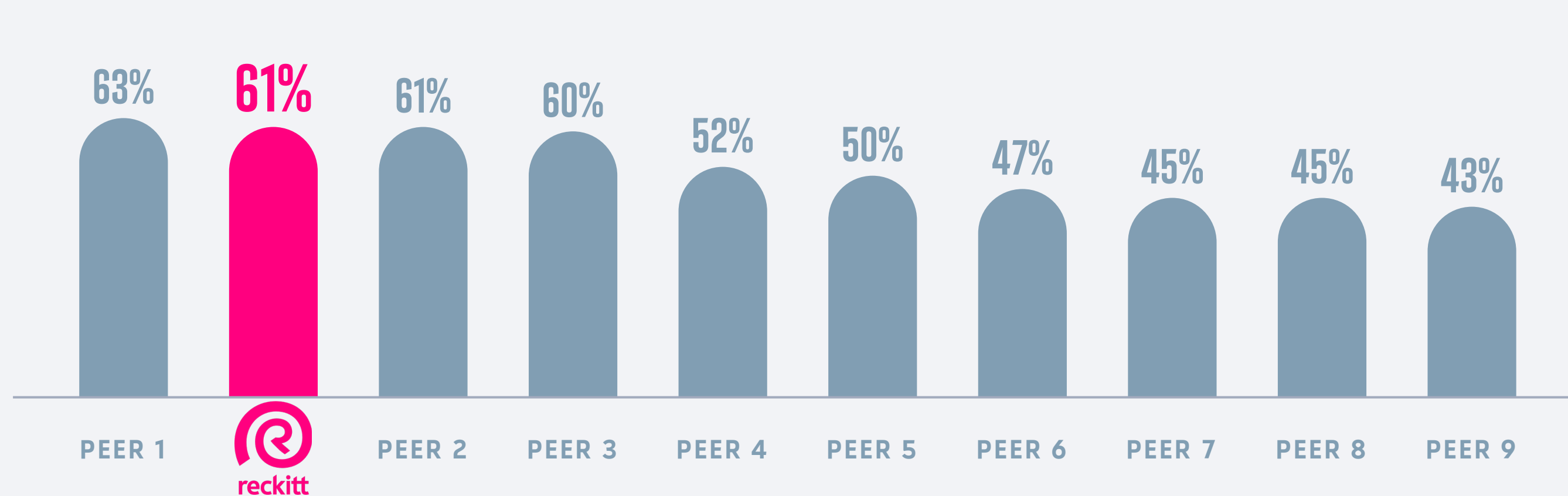


**Long-term
runway for
growth**



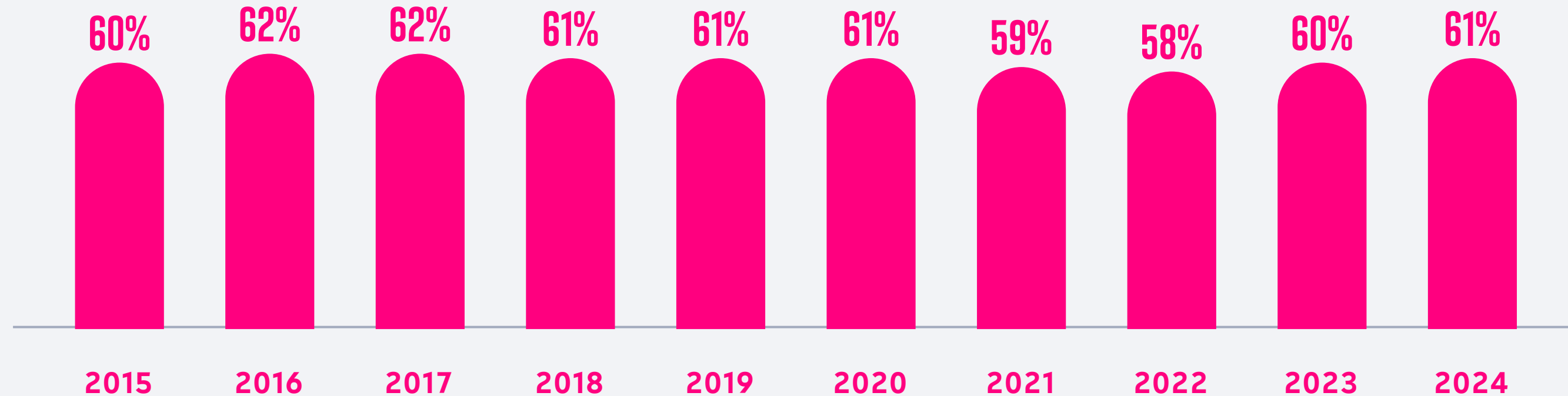
**Attractive
earnings
model**

RECKITT HAS SECTOR-LEADING MARGIN LEVEL (+900 BPS VS THE AVERAGE¹)



1. vs 51.7% group gross margin average of nine listed peers across the Health and Hygiene sectors

RECKITT'S GROSS MARGIN HAS REMAINED STABLE OVER THE PAST DECADE¹

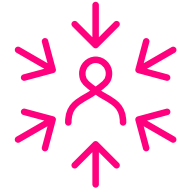


1. Reckitt annual report and accounts

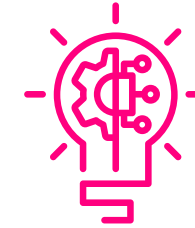
WINNING PLAYBOOK



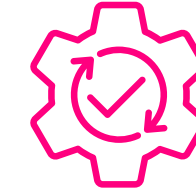
**ICONIC BRAND
BUILDING**



**CONSUMER
OBSESSED**



**SUPERIOR
INNOVATION**

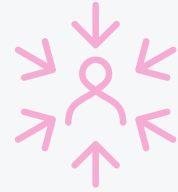


**EXECUTION
EXCELLENCE**

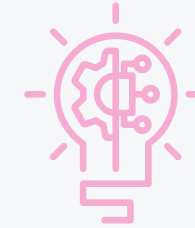
WINNING PLAYBOOK



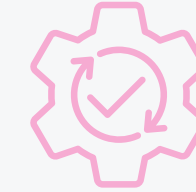
**ICONIC BRAND
BUILDING**



**CONSUMER
OBSESSED**



**SUPERIOR
INNOVATION**



**EXECUTION
EXCELLENCE**



1. Percentage indicates net revenue contribution to Core Reckitt in FY 2024

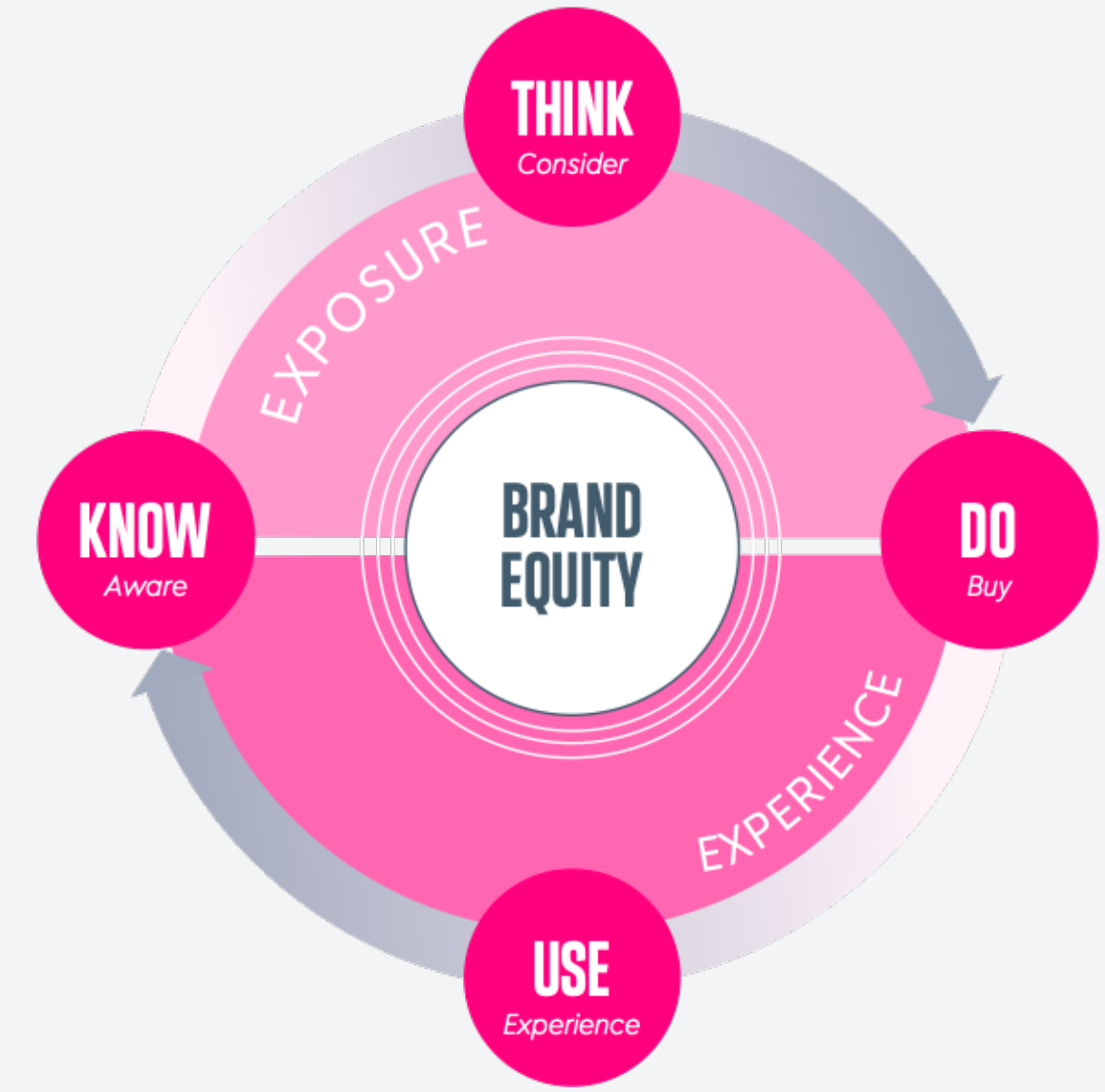
OTHER



Future Powerbrands and Local Heroes driving >80% of



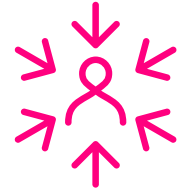
RECKITT HOLISTIC APPROACH TO BRAND BUILDING



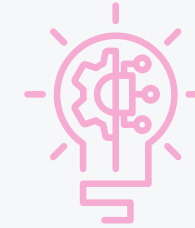
WINNING PLAYBOOK



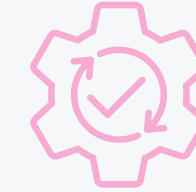
**ICONIC BRAND
BUILDING**



**CONSUMER
OBSESSED**



**SUPERIOR
INNOVATION**



**EXECUTION
EXCELLENCE**





LEVERAGING GENERATIVE AI TO ACCESS DATA AND **AMPLIFY CONSUMER UNDERSTANDING**

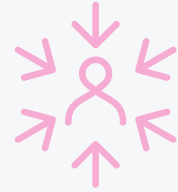
up to **70%**
time saving
on access to
insights

up to **2X**
better quality
innovation
concepts

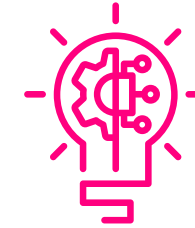
WINNING PLAYBOOK



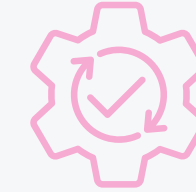
**ICONIC BRAND
BUILDING**



**CONSUMER
OBSESSED**



**SUPERIOR
INNOVATION**



**EXECUTION
EXCELLENCE**



WIN CONSUMER EXPERIENCE BY INVESTING IN SUPERIOR TECHNOLOGY

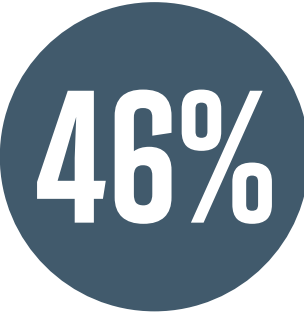
LACK OF PRODUCT SUPERIORITY

Overall Liking Lower than Lead Competitor

**RECKITT
PRODUCT A
(OVERALL LIKING)**

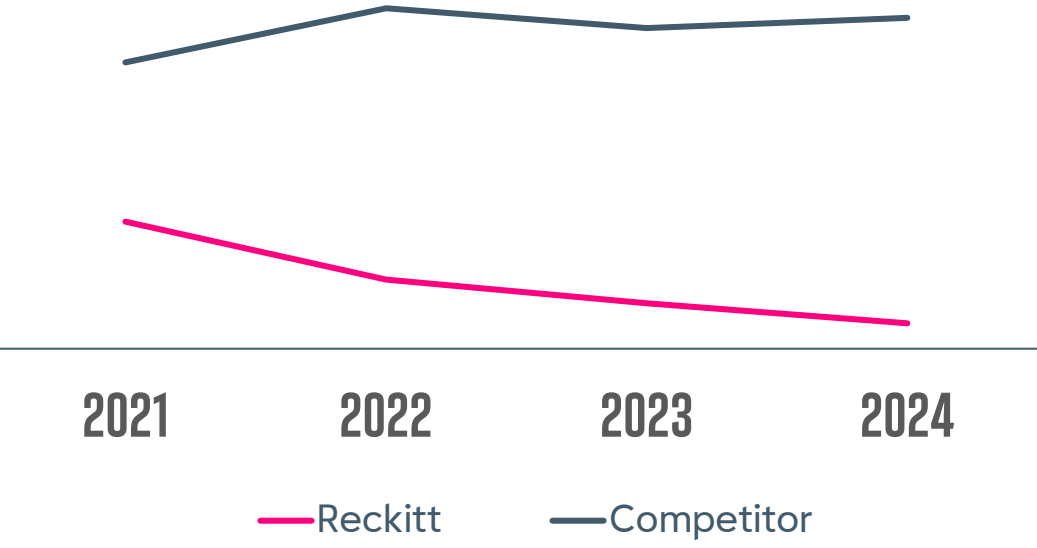


**COMPETITOR
PRODUCT B
(OVERALL LIKING)**



DISAPPOINTING MARKET PERFORMANCE

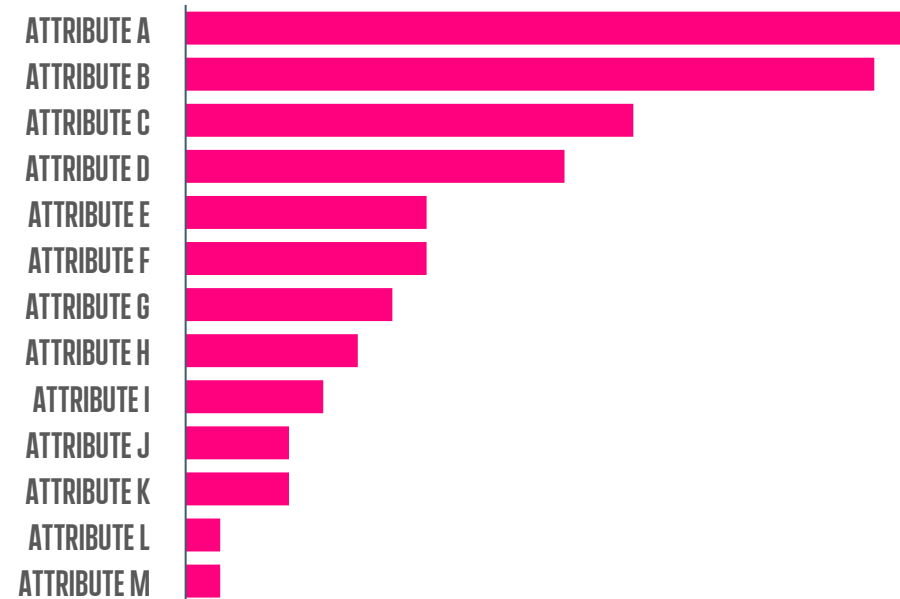
Market Share (Reckitt vs Lead Competitor)



WIN CONSUMER EXPERIENCE BY INVESTING IN SUPERIOR TECHNOLOGY

CREATING PRODUCT SUPERIORITY

Mapped Key Attributes to Reformulate



HOME USE TEST TO PROVE SUPERIORITY

Winning prototype selected for market

	RECKITT PRODUCT A	COMPETITOR PRODUCT B	PROTOTYPE 1	PROTOTYPE 2	PROTOTYPE 3	PROTOTYPE 4	PROTOTYPE 5
ATTRIBUTE A	8.58	8.43	8.65	8.61	8.68 ^b	8.92 ABCDEHIJ	8.81 ^{aBiJ}
ATTRIBUTE B	8.16 ^{bC}	7.79	7.74	7.93	7.93	8.02	7.82
ATTRIBUTE C	8.40	8.23	8.21	8.50 ^{bcG}	8.47 ^g	8.71 ABCGHIJ	8.17
ATTRIBUTE D	8.53	8.28	8.58	8.53 ^b	8.43	8.83 aBcDEGHIJ	8.53
ATTRIBUTE E	8.68	8.48	8.70	8.76 ^B	8.65	9.00 ABCdEGHIJ	8.67
ATTRIBUTE F	8.14	7.85	8.41 ^B	8.54 ^{ABj}	8.41 ^B	8.79 ABCdEHJ	8.60 ^{ABJ}
ATTRIBUTE G	8.67	8.50	8.83 ^{Bj}	8.85 ^{BJ}	8.90 ^{BJ}	9.01 ^{ABJ}	9.07 ABcdhJ
ATTRIBUTE H	8.46	8.29	8.73 ^{aBeij}	8.48	8.44	8.83 ABDEIJ	8.59 ^j
ATTRIBUTE I	8.89	8.75	8.99 ^b	8.83	8.95 ^b	9.08 ^{Bd}	9.01 ^B



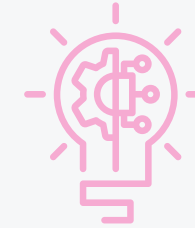
WINNING PLAYBOOK



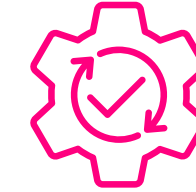
**ICONIC BRAND
BUILDING**



**CONSUMER
OBSESSED**



**SUPERIOR
INNOVATION**



**EXECUTION
EXCELLENCE**



RECKITT FOCUS ON

CREATE AND GROW CATEGORIES THROUGH OUR WINNING PLAYBOOK

GERM PROTECTION

SELF CARE

HOUSEHOLD CARE

INTIMATE WELLNESS



FOCUS ON

GERM PROTECTION

THE CATEGORIES



Shaving



Floor



Toilet



Shower gel



Wipes



Drain



Handwash



Cuts & wounds



Antiseptic Liquid



Air Disinfection



Bathing



Sanitizer



Bathroom



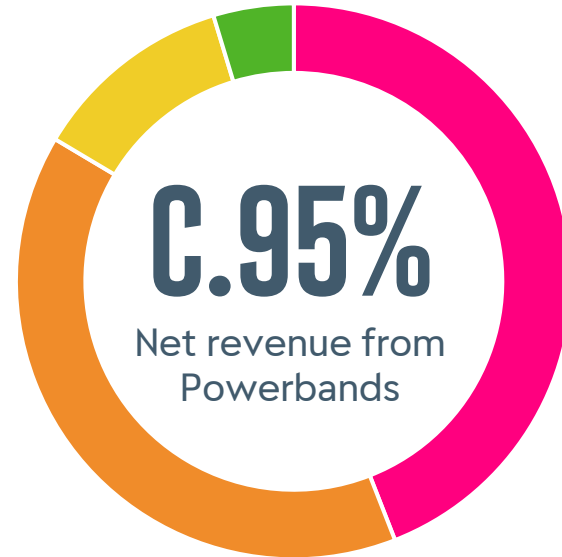
Laundry

GERM PROTECTION AT A GLANCE

£3.1bn
FY24 net revenue

31%
of Core Reckitt

Brand profile



- Lysol
- Dettol
- Harpic
- Other

Area profile



- Emerging Markets
- Europe
- North America

Market leading brands¹



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 FY2024 (based on branded players only).

 **FOCUS ON**

GERM PROTECTION

PANKAJ DUHAN
SVP GERM PROTECTION

HIGH GROWTH PORTFOLIO PROTECTING 25% OF GLOBAL POPULATION

SIGNIFICANT AND GROWING



£3.1bn

**FY24
net revenue**



+7%

**FY19 – FY24
net revenue CAGR**



25%

**Global
penetration¹**

1. Aggregation of Kantar Panel Household, Numerator data and internal modelling

WE ARE PIONEERS

SUPERIOR SCIENCE

 **1st** used for disinfection during Spanish flu¹

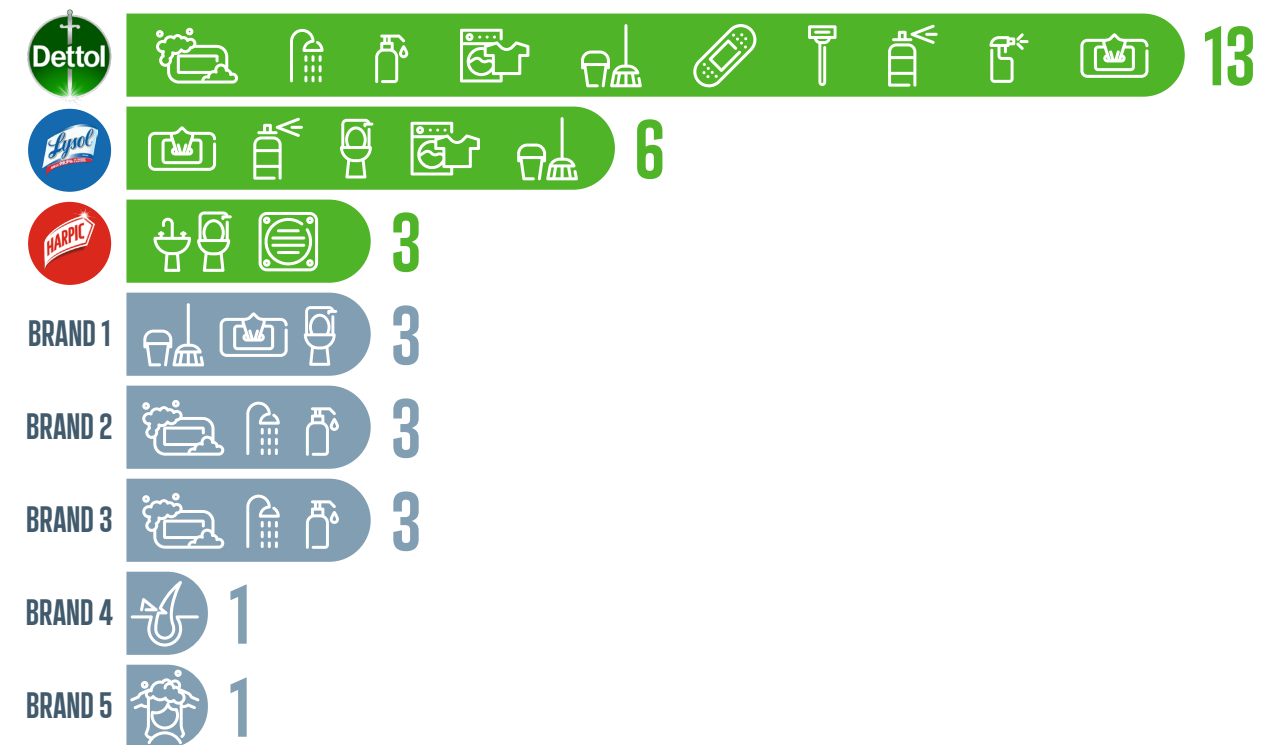
 **1st** antiseptic liquid used in hospitals for sepsis²

 **1st** EPA approved germ kill in Air³

 **1st** major product solution for toilet hygiene⁴

WE CREATE CATEGORIES

VERSATILE BRANDS



1. First widely used disinfectant during 1889 Russian Flu and 1919 Spanish flu pandemic 2. 1933 first use of PCMX in ASL, Dettol: under the microscope | Reckitt.com)
 3. 2017, LLS 777-128 ; 2023, LAS 777-143 EPA Registers Air Sanitizer for Residential and Commercial Use Against Influenza and Coronavirus | US EPA)
 4. 1920 first ITB cleaner against limescale and germs, Harpic: under the microscope | Reckitt.com)

OUR TRUE SUPERPOWER IS "CONSUMER TRUST"



#1 TRUSTED
Health brand¹



#1 TRUSTED
Household
cleaning brand²



#1 TRUSTED
Personal care
brand³



#1 TRUSTED
Surface care
brand⁴



#1 CONSIDERED
Surface care
brand⁵



#1 CONSIDERED
Surface care
brand⁵



#1 CONSIDERED
Illness protection
brand⁵



#1 CONSIDERED
Surface care
brand⁵



#1 RECOMMENDED
Lavatory care
brand⁵



#1 CONSIDERED
Lavatory care
brand⁵



#1 CONSIDERED
Lavatory care
brand⁵



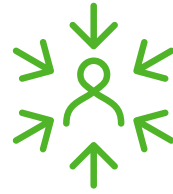
#2 CONSIDERED
Lavatory care
brand⁵

1. India TRA Brand Trust Report 2022 2. Ipsos Equity report 2024 3. KSA Ipsos MIB 2022
4. Household cleaning RD Trusted Brands Report 2023 5. Global Equity tracking Q1 2025 (Hall and Partners)

HOW TO WIN STRATEGIES



Grow penetration
via
iconic brands



Create categories
via
consumer relevance



Command premium
via
superior innovation



Consistently
via
execution excellence





GROW PENETRATION THROUGH ICONIC BRANDS

CONSUMER OBSESSED

Driving education

75% Urban schools reached¹

15% Reduction in diarrhoea¹

39% Less absenteeism in school¹



Driving adoption

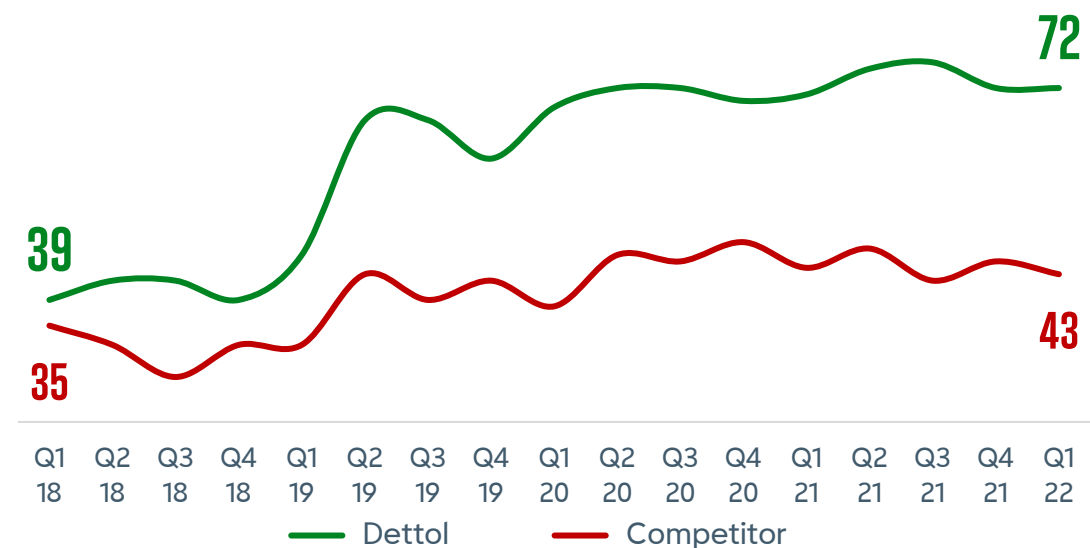


75M+ Videos created²

565M+ Videos shared²

132B Views²

EQUITY³



1. Dettol School Hygiene Programme Audit Findings 2024 2. Tik Tok 3. Dettol India Ipsos "effective at killing germs" BET data

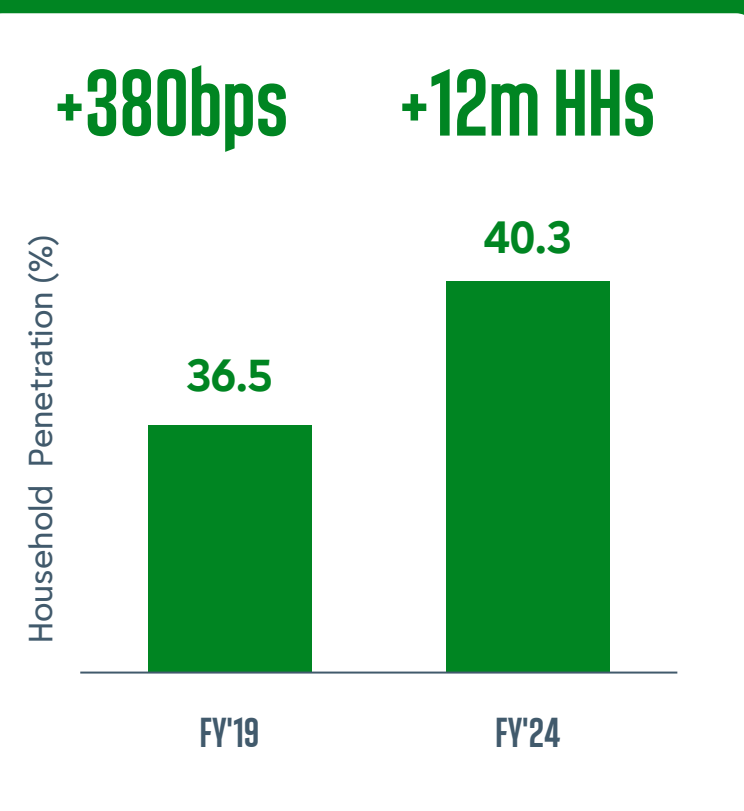
GROW PENETRATION THROUGH ICONIC BRANDS



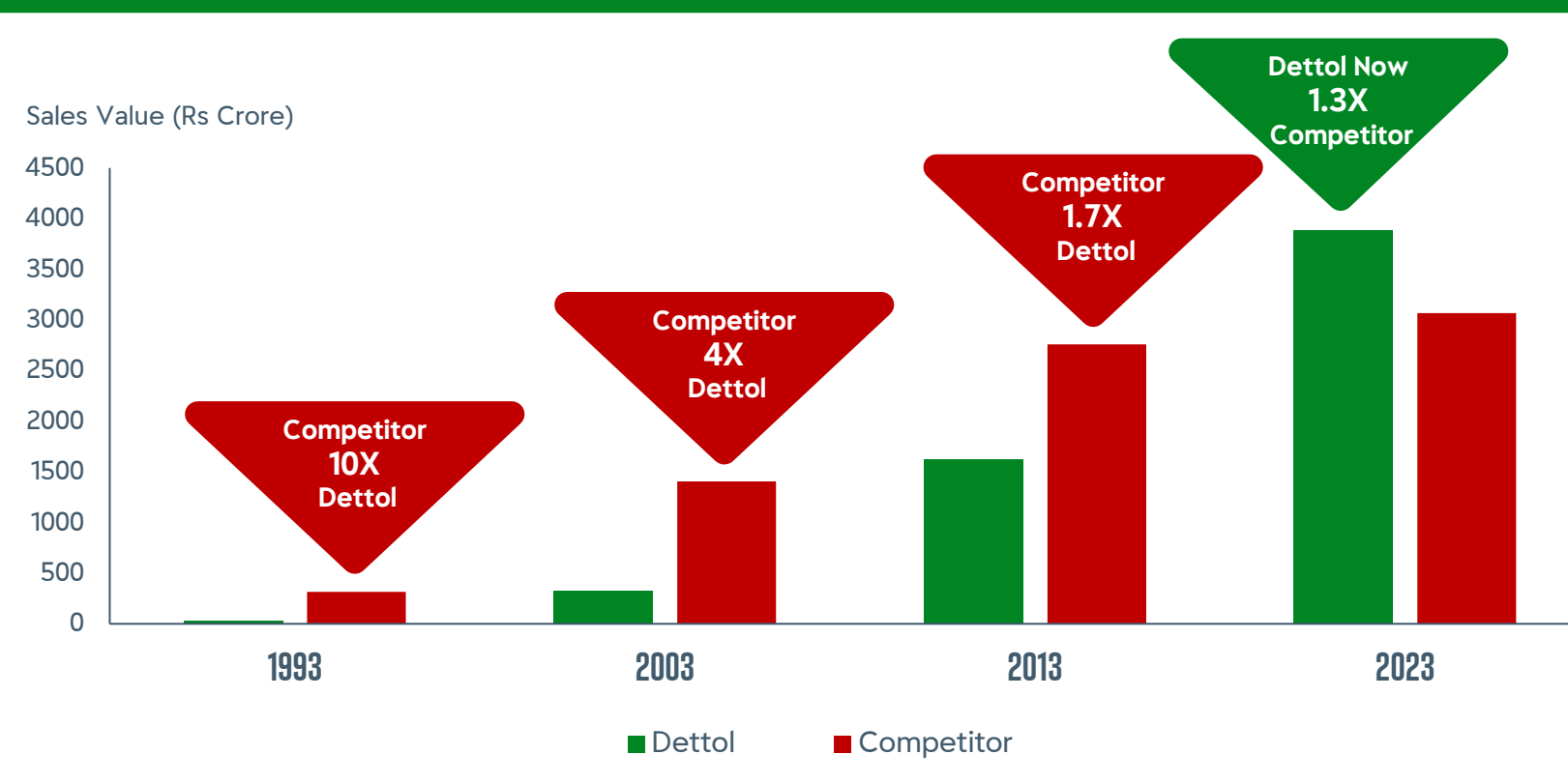
DISTRIBUTION¹



PENETRATION²



SALES³



1. Nielsen offtake data of distribution 2019 – 2024 2. Kantar Panel Household data 3. Nielsen India Offtake Sales Value in INR Crores from 2015-2023. 2003, 1993 calculated from historical shares / internal documents



CREATE NEW CATEGORIES THROUGH DRIVING CONSUMER RELEVANCE



LAUNDRY

“Washing with detergent alone at 30c yields little or no reduction of bacteria¹”

“Washing Machines are a significant source of bacteria and fungi¹”

Laundry Sanitizer
Kills 99.9%
bacteria that
detergents leave behind



AIR

“Covid can remain in air for up to 3 hours²”

Air Sanitizer
1st EPA approved
germ kill in Air



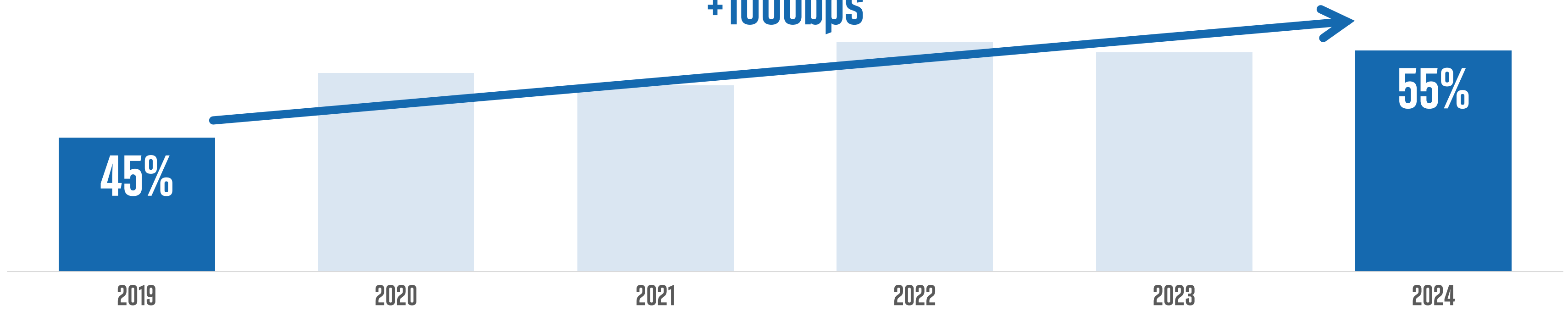
1. Potential for Microbial Cross Contamination of Laundry from Public Washing Machines 2. <https://www.science.org/doi/10.1126/science.abd9149>

WINNING RESULTS



Lysol US penetration¹

+1000bps



1. Numerator household penetration data



CREATE NEW CATEGORIES BY DRIVING CONSUMER RELEVANCE



CONSUMER OBSESSED

2019



2025



SUPERIOR EXECUTION

Disinfectant spray



KOL-Wild Fox with VV: 7.4m In Apr

Washing machine cleaner



KOL-Cool Dad Mr. Liu with 5m fans

Antiseptic liquid

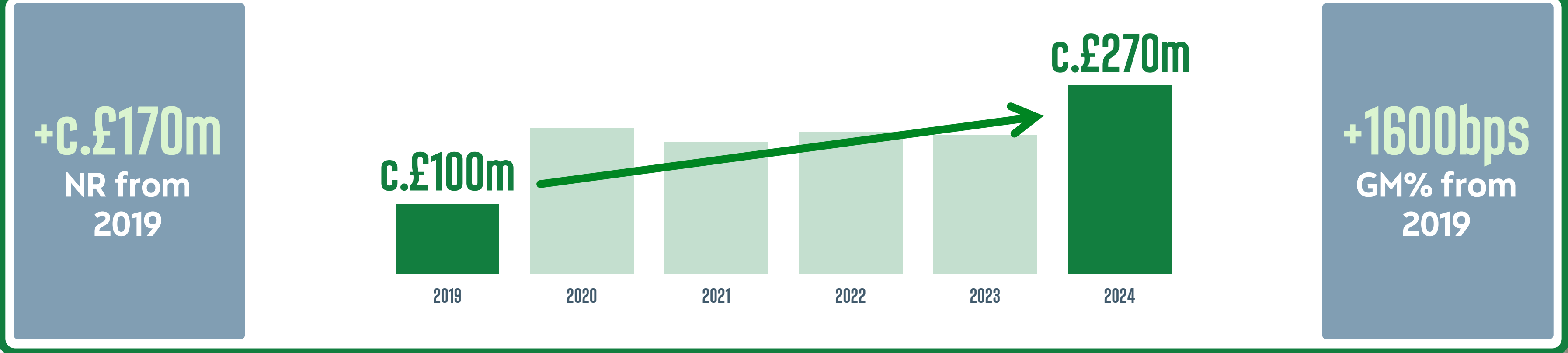


KOC-Linna Belle with VV: 0.5m In Apr

WINNING RESULTS



Dettol China net revenue



PREMIUM PRICING BACKED BY SUPERIOR SOLUTIONS

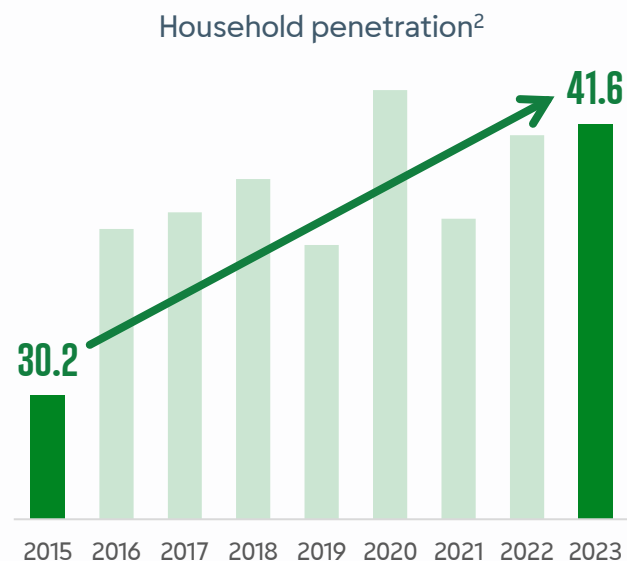


SOAPS



+60%

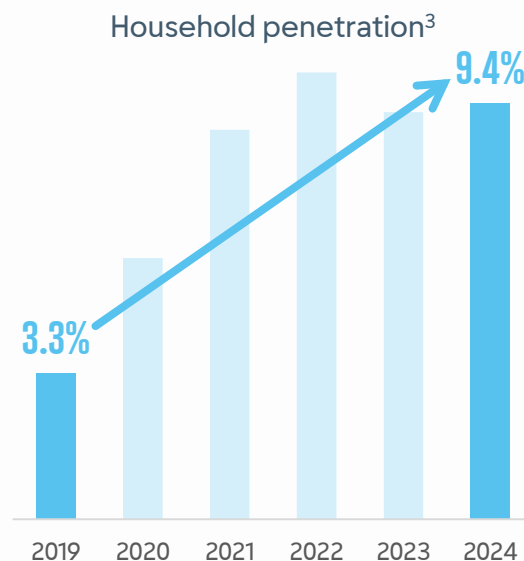
Price premium per gram vs competitor¹



LAUNDRY SANITIZER



Price premium per oz vs laundry additives¹

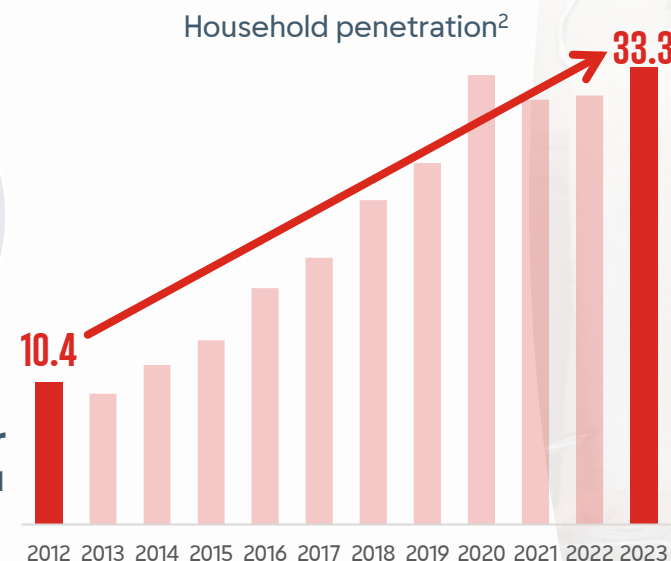


INDIA TOILET BOWL CLEANER



+10%

Price premium per gram vs category¹



1. Nielsen 2. Kantar Panel Household Data 3. Numerator household penetration data



KEY TAKEAWAYS



**Track record of
business delivery**



**Big penetration &
category creation
opportunity**



**Iconic, versatile
brands to tap
potential**



© FOCUS ON

SELF CARE

SELF CARE

SELF CARE

GARE

CARE

CARE

CARE

CADE

SELF CARE AT A GLANCE

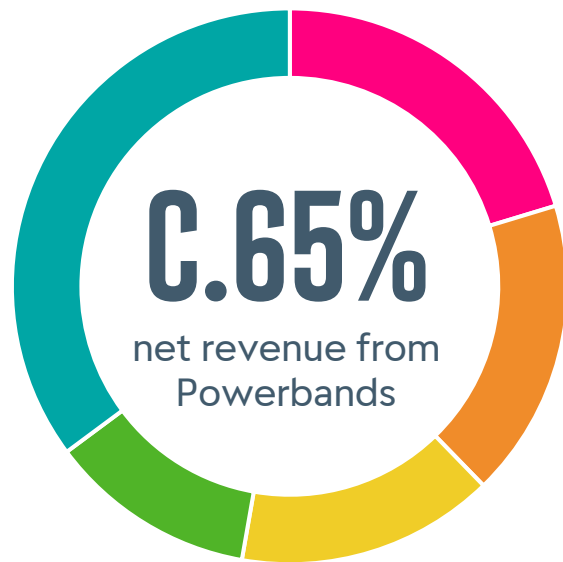
£3.3bn

FY24 net revenue

33%

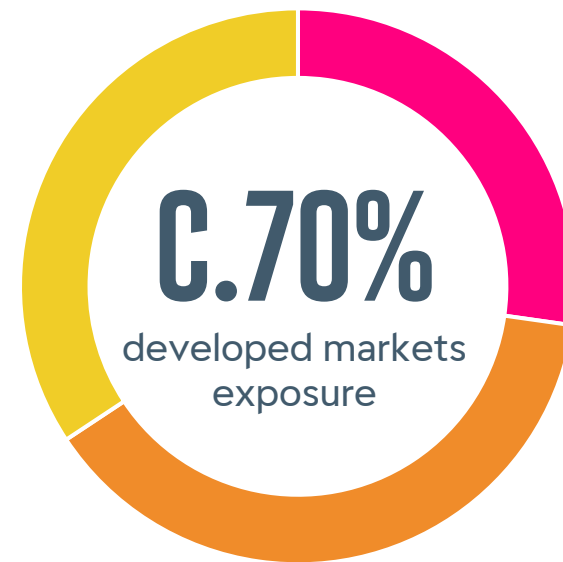
of Core Reckitt

Brand profile



- Mucinex
- Nurofen
- Strepsils
- Gaviscon
- Other

Area profile



- Emerging Markets
- Europe
- North America

Market leading brands¹



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 FY24 (based on branded players only).



HOW TO WIN STRATEGY



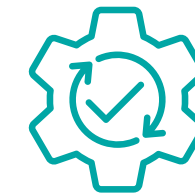
Leverage
iconic brands
to close the
treatment gap



Maximise winning
portfolio via
**consumer
obsession**



Improve the
standard of care
with **superior
innovation**



**Execute with
excellence** across
healthcare
pyramid



SELF CARE
SELF CARE
SELF CARE
SELF CARE
SELF CARE

FOCUS ON

SELF CARE

**SERRA BICAK
SVP SELF CARE**

NUROFEN

PAIN MANAGEMENT

c.£19bn

Category size¹

+c.6%

'20-'24 CAGR²

GAVISCON

DIGESTIVE REMEDIES

c.£26bn

Category size¹

+c.7%

'20-'24 CAGR²

CATEGORY OF CATEGORIES

Mucinex

Strepsils

UPPER RESPIRATORY

c.£24bn

Category size¹

+c.9%

'20-'24 CAGR²

Move Free JOINT HEALTH

VMS

c.£40bn

Category size¹

+c.8%

'20-'24 CAGR²

1. Nicholas Hall, 2024 category size 2. Nicholas Hall category CAGR



MUCINEX – A LONG HISTORY OF SUPERIOR SOLUTIONS

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



Paediatric Cough (2024)

The **FIRST** Children's
4HR Cough Relief



MUCINEX KICKSTART – CONSUMER NEED DRIVING CATEGORY GROWTH



CONSUMER OBSESSED

Unlocked a new morning usage occasion



THE INSIGHT

When sick, consumers symptoms feel their worst upon waking up



7 IN 10

sufferers treat their symptoms first thing in the morning¹

PRODUCT SUPERIORITY

Mucinex Kickstart redefine how consumers start their day in the category²

59%



Kickstart

44%



All in One

43%



Competitor product

59%

of consumers say Mucinex Kickstart helps them feel ready to take on the day

72%

Consumers experience fast-acting relief, by the kick of menthol

WINNING RESULTS

+\$40M
IN POS 2024³

#1

combo pack at Walmart +23% incremental³



WINNER OF THE BEST NEW PRODUCT LAUNCH⁴



1. Ask Suzy "cold/flu day part needs assessment" 2022 (online survey) 2. Ask Suzy 2022 (online survey) 3. Nielsen POS (from launch date to end 2024) 4. CHPA.org

NUROFEN – SUPERIOR INNOVATION ALLOWING WHITE SPACE EXPANSION



CONSUMER OBSESSED

Pain is disruptive, making fast relief key

79% of sufferers say pain impacts their daily lives¹



PRODUCT SUPERIORITY

Liquid Caps driving premiumization

STARTS TO GET TO WORK IN **8 MINUTES***
LASTS UP TO **8 HOURS****
BECAUSE EVERY MINUTE MATTERS

NUROFEN

LEAVE YOUR PAIN TO US

29% of shoppers³ trade up from core at 237 index price premium

EXECUTIONAL EXCELLENCE

Driving geographic whitespace expansion

NUROFEN

NUROFEN

X2 NUROFEN CAPS VOLTE PIÙ VELOCE CONTRO IL DOLORE

Target

Liquid Cap

DBAs⁴

1. Global Gender Pay Gap survey 2024 2. Global pain U&A 2024 3. Kantar panel 2023 4. DBA: Distinct brand assets

NUROFEN – SUPERIOR INNOVATION ALLOWING WHITE SPACE EXPANSION



CONSUMER OBSESSED

Pain is disruptive, making fast relief key

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PRODUCT SUPERIORITY

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NUROFEN

LEAVE YOUR PAIN TO US

29% of shoppers³ trade up from core at 237 index price premium

EXECUTIONAL EXCELLENCE

Driving geographic whitespace expansion

2X SO SCHNELL
VOM KÖRPER AUFGENOMMEN*
DURCH FLÜSSIGES IBUPROFEN

Target **Liquid Cap** **DBAs⁴**

1. Global Gender Pay Gap survey 2024 2. Global pain U&A 2024 3. Kantar panel 2023 4. DBA: Distinct brand assets

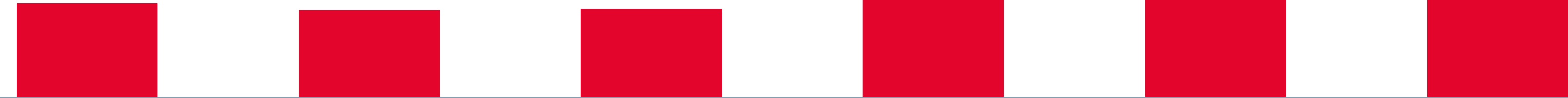
NUROFEN – WINNING IN PAIN MANAGEMENT

WINNING RESULTS

Delivering sustainable growth

Nurofen net revenue

CAGR = +c.8%



2019

2020

2021

2022

2023

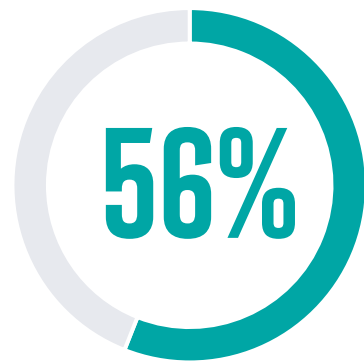
2024



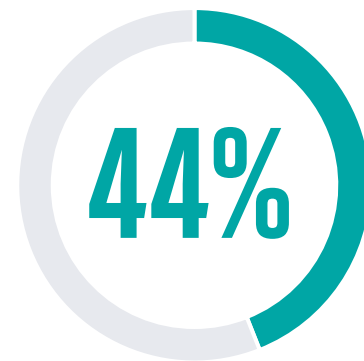
GAVISCON – BRIDGING THE TREATMENT GAP WITH SUPERIOR SCIENCE

CONSUMER OBSESSED

Suffers treat with a variety of products – from OTC Antacids to Rx PPIs



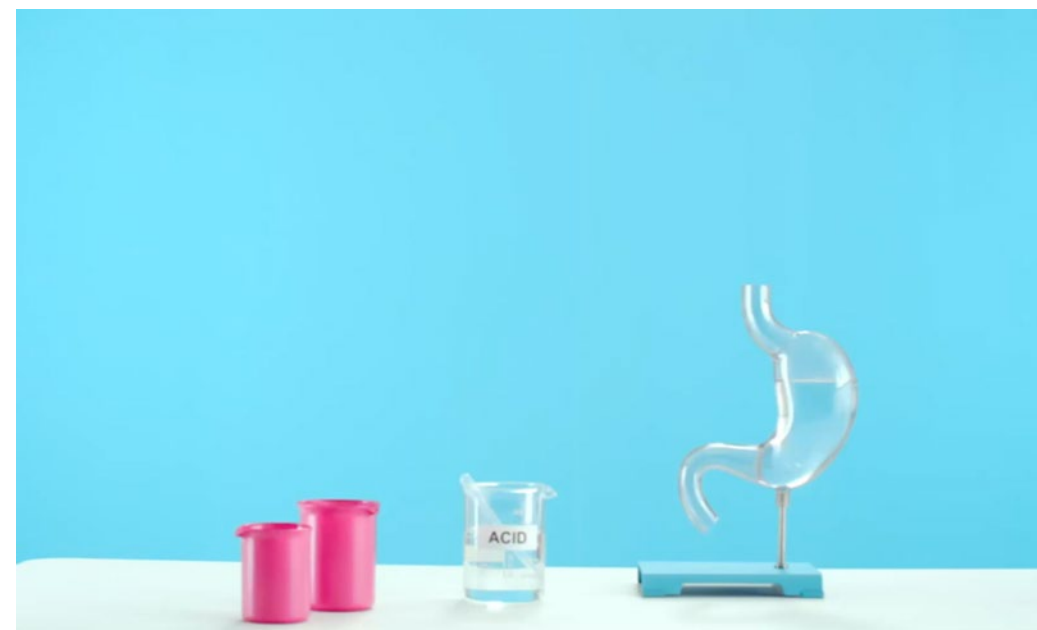
of Heartburn and Indigestion sufferers treat with OTC¹



of those taking PPIs are eligible for deprescription²

PRODUCT SUPERIORITY

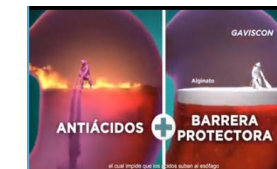
Superior DUAL ACTION Mode of Action



SUPERIOR EXECUTION

- 1) Trade up from antacids – Self-treaters education
- 2) Trade down from PPIs – HCPs Education

TRADE DOWN FROM PPIS



Alginate products in national guidelines



TRADE UP FROM ANTACIDS

1. IQVIA Patient Pathway study 2022 2. Prescribing Patterns of Proton Pump Inhibitors (PPI) in Germany: A Retrospective Study Including 472146 Patients (Plehhova et al)

GAVISCON – EDUCATION DRIVING CATEGORY GROWTH ACROSS MARKETS

CONSUMER OBSESSED

GAVISCON RELIEVES THE 7 MOST COMMON SYMPTOMS OF HEARTBURN & INDIGESTION

7 SYMPTOMS 1 SOLUTION

- WORKS IN SECONDS
- LASTS 2X LONGER
- CREATES A PROTECTIVE BARRIER



SUPERIOR HCP EXECUTION

GAVISCON – ACTIVATING 7 SYMPTOMS WITH HCPs / PHARMACIES

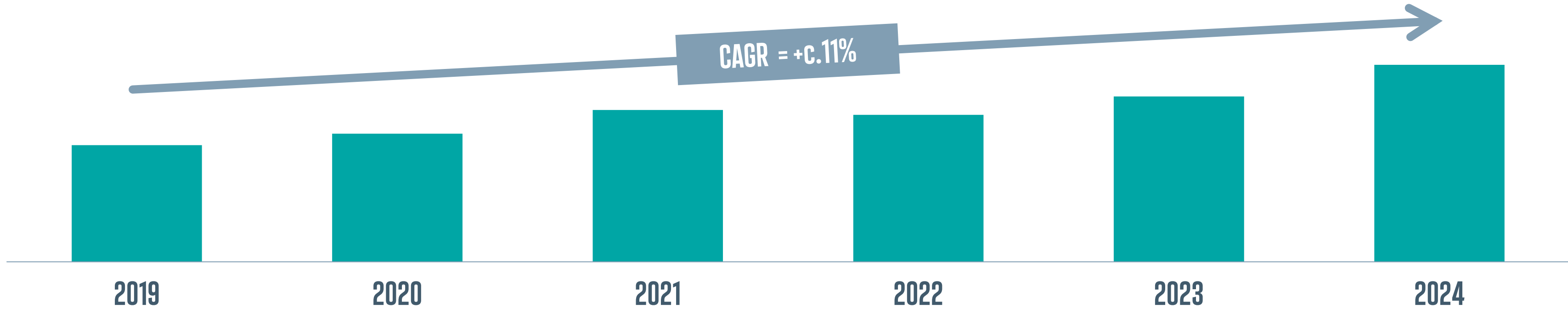
DO YOUR PATIENTS STILL SUFFER FROM GERD SYMPTOMS DESPITE USING ANTACIDS?

คุณสมบัติ 7
กรดไหลย้อน

SOLLIEVO DA 6 SINTOMI DEL REFLUSSO
RAPIDO SOLLIEVO DA 6 SINTOMI

GAVISCON – DELIVERING WINNING GROWTH

PROVEN GROWTH MODEL ENABLING EXCELLENCE IN EXECUTION AND SUSTAINABLE GROWTH



STREPSILS – SUPERIOR SOLUTIONS, DOING GOOD

CONSUMER OBSESSED

More occasions can be treated by medicated OTC solutions

69%

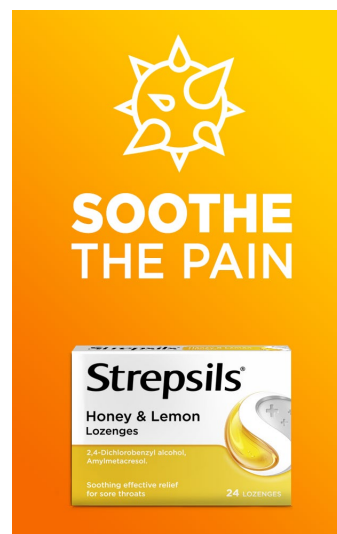
of people have experienced sore throat in the past year¹

39%

of sore throat incidences are treated with medicated solutions¹

PRODUCT SUPERIORITY

Innovate to deliver relief against all types of sore throat



SOOTHE THE PAIN

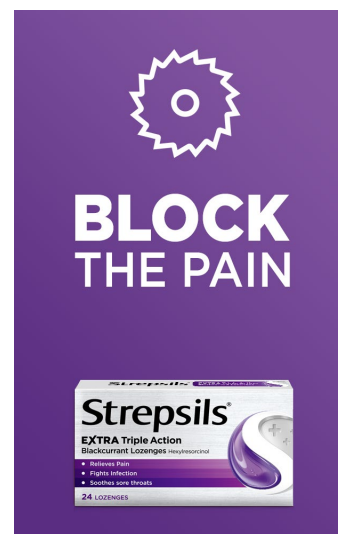
Strepsils Honey & Lemon Lozenges

2,4-Dichlorobenzyl alcohol, Alanylthreonine

Soothing effective relief for sore throats

24 LOZENGES

PPD Idx 100



BLOCK THE PAIN

Strepsils EXTRA Triple Action

Blackcurrant Lozenges

- Relieves pain
- Fights infection
- Soothes sore throats

24 LOZENGES

115



TREAT THE CAUSE OF PAIN

Strefen Honey & Lemon Lozenges

Flurbiprofen & 75mg

- Analgesic/antimicrobial action
- Long lasting relief for painful sore throats

24 LOZENGES

180

SUPERIOR HCP EXECUTION

Drive Flurbiprofen superiority with HCPs – with BIC materials and wow demonstrations



#3

cause of death is anti-microbial resistance²



9/10

sore throats are caused by viruses not bacteria³

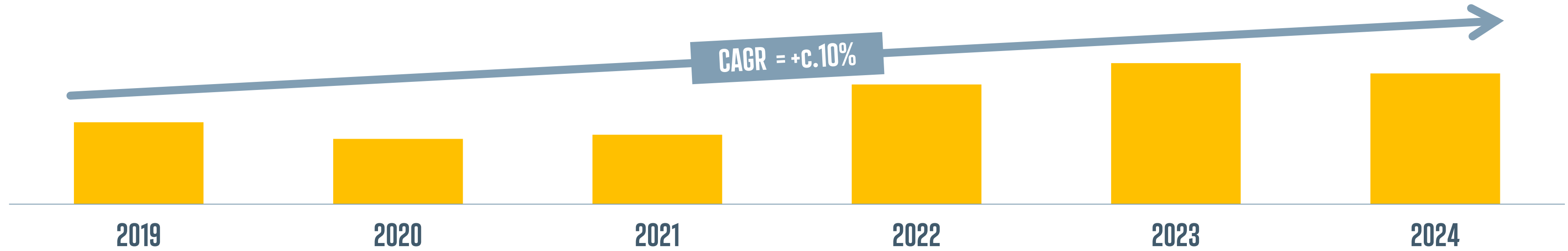
1. Sore throat U&A 2024 2. World Health Organisation 3. Acute sore throat study (Worrall)

STREPSILS – WINNING IN SORE THROAT

WINNING RESULTS

Delivering sustainable growth

Strepsils net revenue





Empowering consumers to take control of their own healthcare



Category defining iconic powerbrands well positioned for long-term growth



Bringing science to life through superior innovation

KEY TAKEAWAYS



 **FOCUS ON**

HOUSEHOLD CARE

HOUSEHOLD CARE
HOUSEHOLD CARE
HOUSEHOLD CARE
HOUSEHOLD CARE
HOUSEHOLD CARE
HOUSEHOLD CARE



c.£5bn

Category size¹

c.7%

'20-'24 CAGR²

14%

Global penetration³

THE CATEGORY



c.£2bn

Category size¹

c.5%

'20-'24 CAGR²

20%

Global penetration⁴

1. Euromonitor, 2024 category size 2. Euromonitor, category CAGR 3. Internal modelling based on Euromonitor and Nielsen data 4. UK Laundry Impact Study 2022



£2.2bn

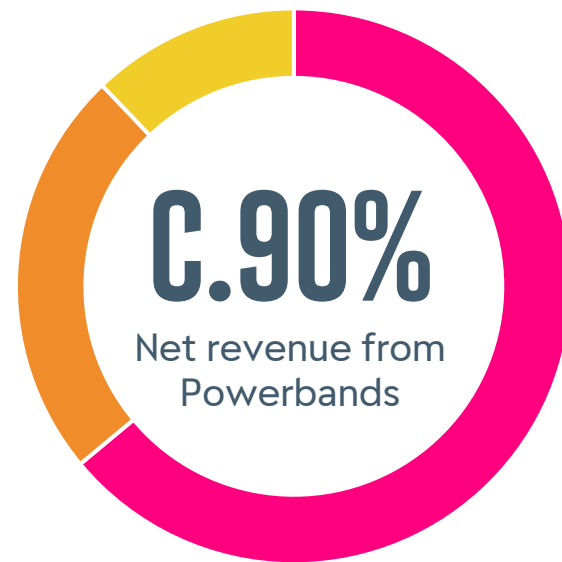
FY24 net revenue

22%

of Core Reckitt

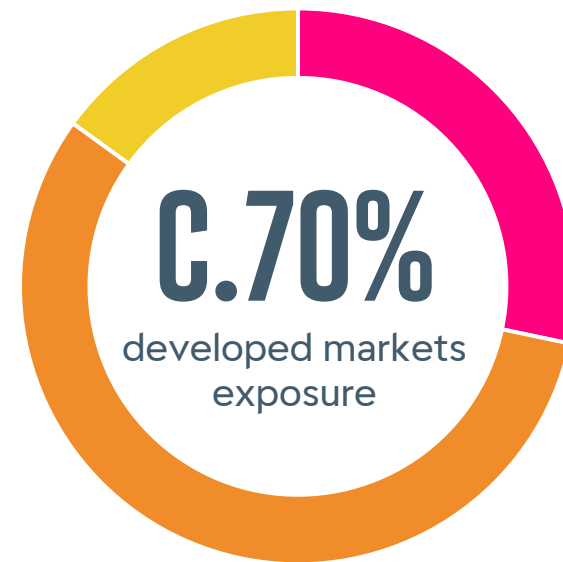
HOUSEHOLD CARE AT A GLANCE

Brand profile



● Finish ● Vanish ● Other

Area profile



● Emerging Markets ● Europe
● North America

Market leading brands¹



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 FY 2024 (based on branded players only).

 **FOCUS ON**

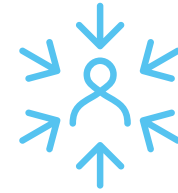
HOUSEHOLD CARE

GONZALO BALCAZAR
SVP HOUSEHOLD CARE

HOW TO WIN STRATEGY



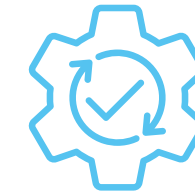
Leverage
iconic brands
to expand
penetration



Consumer obsession
focused in to solving
existing pain points



Superior innovation
that enables
premiumisation,
regimen and
frequency



**Execute with
excellence** across
key touchpoints



FINISH GROWTH MODEL: MORE HOUSEHOLDS, USING THE RIGHT PRODUCT, MORE OFTEN

MORE HOUSEHOLDS

CURRENT PENETRATION COULD TRIPLE

 **14%** Household penetration of Dishwashers. 2X more households could afford one now¹

 **AUSTRALIA > ASIA**
"DEVELOPED WORLD" IS NOT SATURATED

GOLDEN RULES leveraging PARTNERS

CONSUMER OBSESSED: DEVELOPED MARKETS

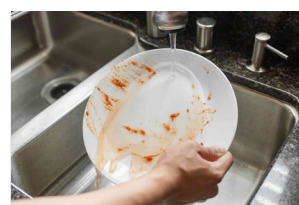
TACKLE PROBLEMS THAT REMAIN UNSOLVED



41% Complain about "leftover residues" at the end of the cycle²



39% Complain about wet dishes at the end²



60% pre-rinse dishes before loading the machine³

PRODUCT SUPERIORITY: DEVELOPED MARKETS

RIGHT PORTFOLIO WITH \$/DOSE GROWTH⁴



1. Internal modelling based on Euromonitor and Nielsen data 2. UK, US, Germany, Turkey and China Usage and Attitude study 2019 3. Usage and Attitude research US 2020, Turkey 2023 4. Nielsen

FINISH GROWTH MODEL: MORE HOUSEHOLDS, USING THE RIGHT PRODUCT, MORE OFTEN

MORE HOUSEHOLDS

CURRENT PENETRATION COULD TRIPLE



14%

Household penetration of Dishwashers. 2X more households could afford one now.



AUSTRALIA > ASIA

"DEVELOPED WORLD" IS NOT SATURATED

GOLDEN RULES leveraging PARTNERS

SIEMENS GAGGENAU EFF LG

BOSCH smeg Midea

CONSUMER OBSESSED: EMERGING MARKETS

UNDERSTAND AND MANAGE KEY BARRIERS

Aware > Consider > Want

DRIVERS >

Saving time / convenience
More effective than hand washing
More hygienic

BARRIERS >

More expensive than hand wash
Complex/ expensive installation
Worse performance

PRODUCT SUPERIORITY: EMERGING MARKETS

BRING THE SUPERIORITY OF THE SYSTEM TO LIFE

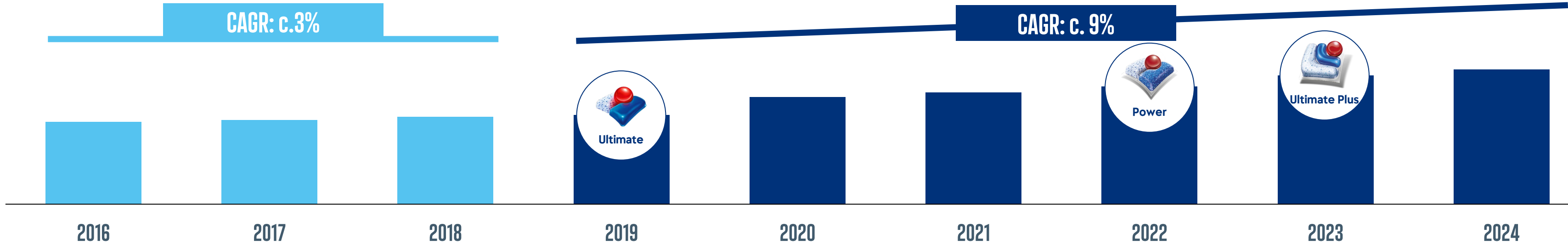


FINISH STRATEGY EXECUTING WITH EXCELLENCE WORKS

WINNING RESULTS

Delivering sustainable growth

Finish net revenue



VANISH GROWTH MODEL – MORE HOUSEHOLDS, USING THE RIGHT PRODUCT, MORE OFTEN

PENETRATION OPPORTUNITY

BRING RELEVANCE TO THE CATEGORY



1/25 loads use Stain Remover:
1/5 Households x 1/5 loads¹



In front of your eyes:
Detergent is not enough

CONSUMER OBSESSED

TACKLE PROBLEMS THAT ARE STILL UNSOLVED OR NEW



40% of consumers do some pre-treat before they put on the machine²

NO PRETREAT



JUST A SCOOP!

WHITES



NO CHLORINE

QUICK WASH



CATALYST

PRODUCT SUPERIORITY

OFFER THE RIGHT PRODUCT, THAT CONSUMER IS WILLING TO PAY FOR

Better solutions



1. FY 2024 Panel data and Usage and Attitude study 2023 2. HUT (blind home use test) Brazil and UK 2023 3. MAT P1 2025 Nielsen - GTC

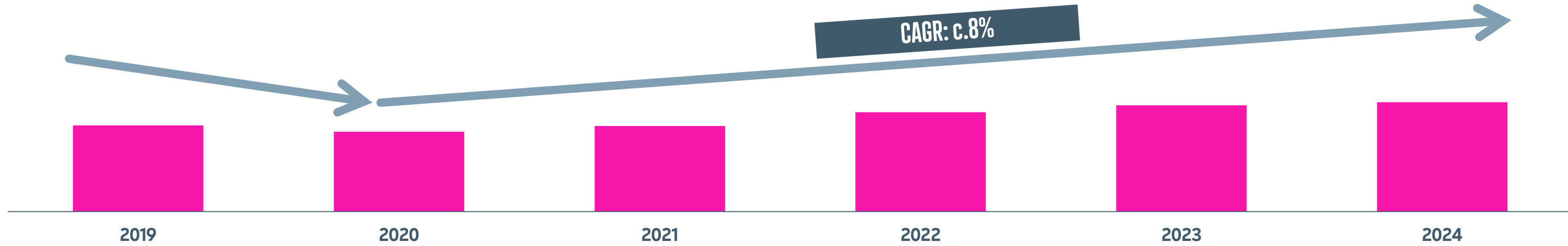
VANISH STRATEGY EXECUTED WITH EXCELLENCE WORKS

WINNING RESULTS

Delivering sustainable growth

Vanish net revenue

CAGR: c.8%





More homes
PENETRATION



More value per load
**PREMIUMISATION
REGIMEN**



More uses
FREQUENCY

KEY TAKEAWAYS



FOCUS ON

INTIMATE WELLNESS

c.£6bn

Category size¹

c.5%

'20-'24 CAGR²

THE CATEGORY



70%

of global adult population are sexually active³

66%

of women remove body hair⁴

1. Euromonitor and GTC database, 2024 category size 2. Euromonitor and GTC database, category CAGR 3. Toluna Durex Global Sex Survey 2024 4. P12M France Usage & Attitude quantitative survey 2023

INTIMATE WELLNESS AT A GLANCE

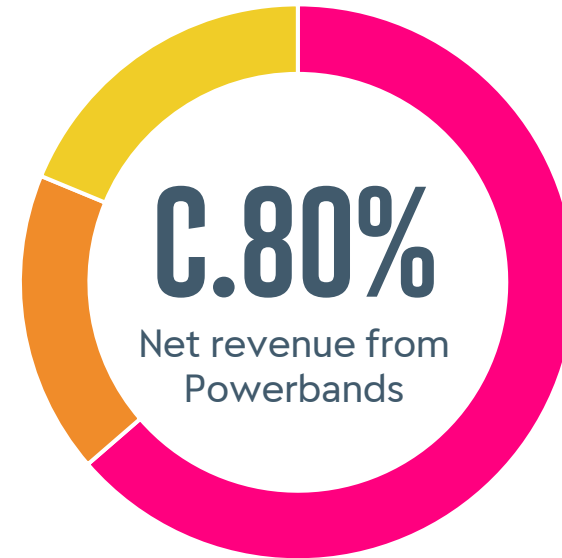
£1.4bn

FY24 net revenue

14%

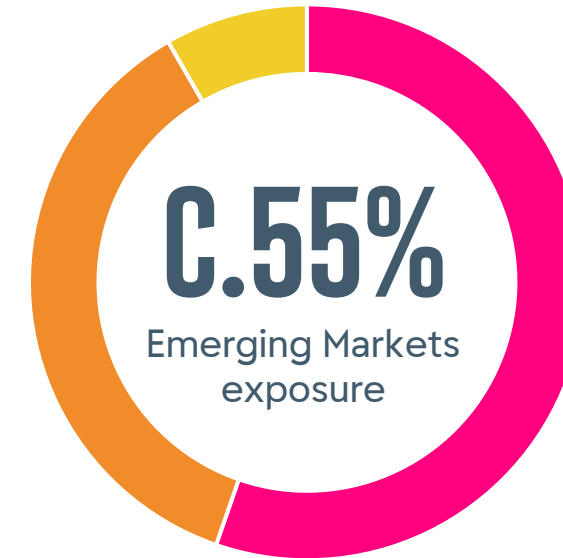
of Core Reckitt

Brand profile



● Durex ● Veet ● Other

Area profile



● Emerging Markets ● Europe
● North America

Market leading brands¹



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 FY 2024 (based on branded players only).

 **FOCUS ON**

INTIMATE WELLNESS

CHARLOTTE SCHLOESING
SVP INTIMATE WELLNESS

INTIMATE WELLNESS UNLOCKS HAPPINESS

65%

of sexually satisfied people
report feeling happier¹

79%

women feel more confident
without unwanted body hair²



1%
Sex occasions¹

HUGE RUNWAY FOR GROWTH

12%
Depil occasions²

1. 2024 Global Sex Survey data

2. P12M France Usage & Attitude quantitative survey 2023, June agency, India Usage & Attitude quantitative survey 2021

HOW TO WIN STRATEGY



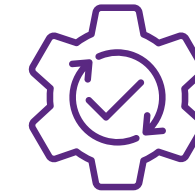
Normalise and grow the category with **iconic brands**



Expand into new places and spaces via **consumer obsession**



Enhance experiences through **superior innovations**



Execute with **excellence** in an omnichannel world





NORMALISE AND GROW THE CATEGORY WITH ICONIC BRANDS

CONSUMER OBSESSED

LUBES ARE SEEN AS A ONE-DIMENSIONAL PROBLEM SOLVER

ONLY
1 in 5
USES LUBES¹

24% say they don't need it¹
19% never considered¹

" More like something medical than something you'd reach for in the moment. "

" I'm a bit hesitant to introduce it to our relationship. "

SUPERIOR SOLUTIONS & EXECUTION

TURNING LUBES INTO A CATALYST FOR EXPERIENCE ENHANCEMENT



9/10
say sex feels better with Lubes²

1. Toluna Durex Global Sex Survey 2024

2. Cross-sectional baseline data from a study, conducted by Jozkowski in 2012.

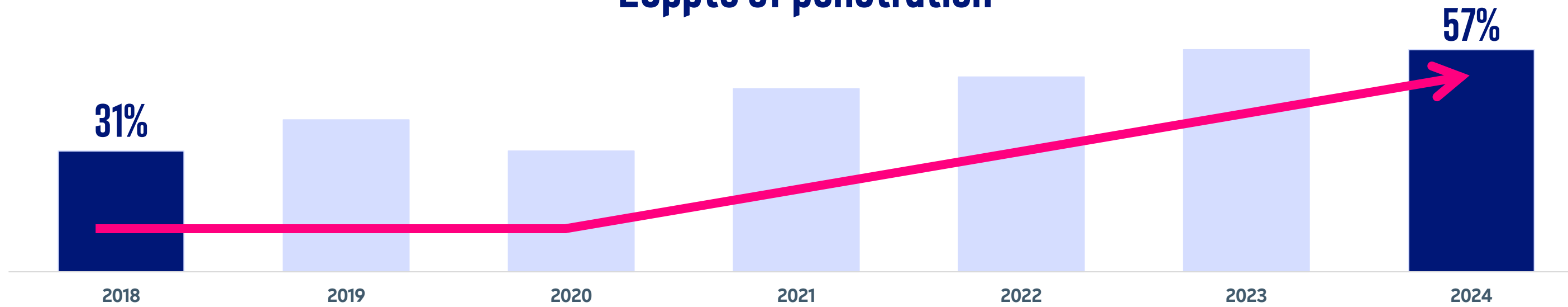
NORMALISE AND GROW THE CATEGORY WITH ICONIC BRANDS

WINNING RESULTS



Personal Lubricants category penetration¹

+26ppts of penetration



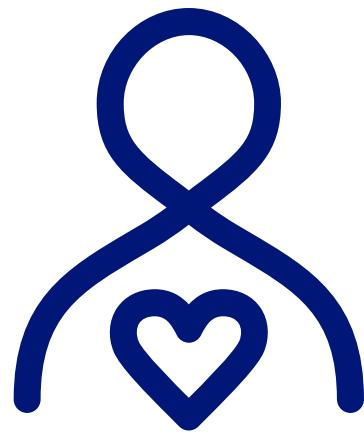
1. Ipsos Sexual Wellbeing Tracker UK December 2024 P3M Total lubes category penetration amongst sexually active population (N=1200)



ENHANCE EXPERIENCES THROUGH SUPERIOR INNOVATIONS

CONSUMER OBSESSED

SEXUAL SATISFACTION IS OUR NORTH STAR



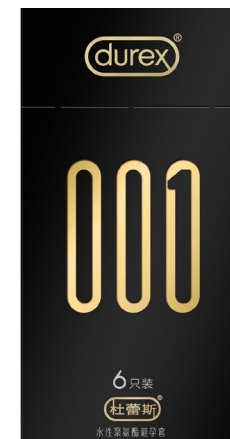
People who use Durex are **25% more satisfied** with their sex life than those who don't.⁽¹⁾

People who are sexually satisfied have more sex!¹

SUPERIOR SOLUTIONS

BREAKTHROUGH PREMIUM INNOVATION

Polyurethane condoms



Hyaluronic acid condoms



Benzocaine condoms

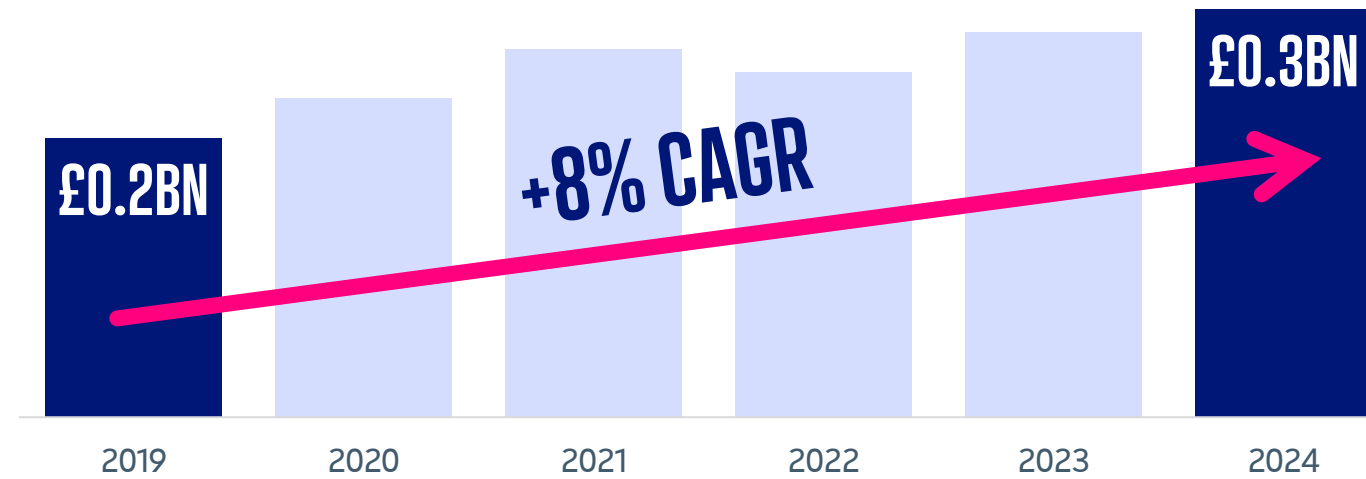


1. Toluna Durex Global Sex Survey 2024

ENHANCE EXPERIENCES THROUGH SUPERIOR INNOVATIONS

WINNING RESULTS

Durex China net revenue and market share¹



#1 in Performance condoms

#1 in HA condoms

#1 in PU condoms

#1 in basic condoms



1. Offline Nielsen RMS + online TMALL Shengyicanmou + JD platform, till 2024 Dec, bps share movement 24 vs. 23

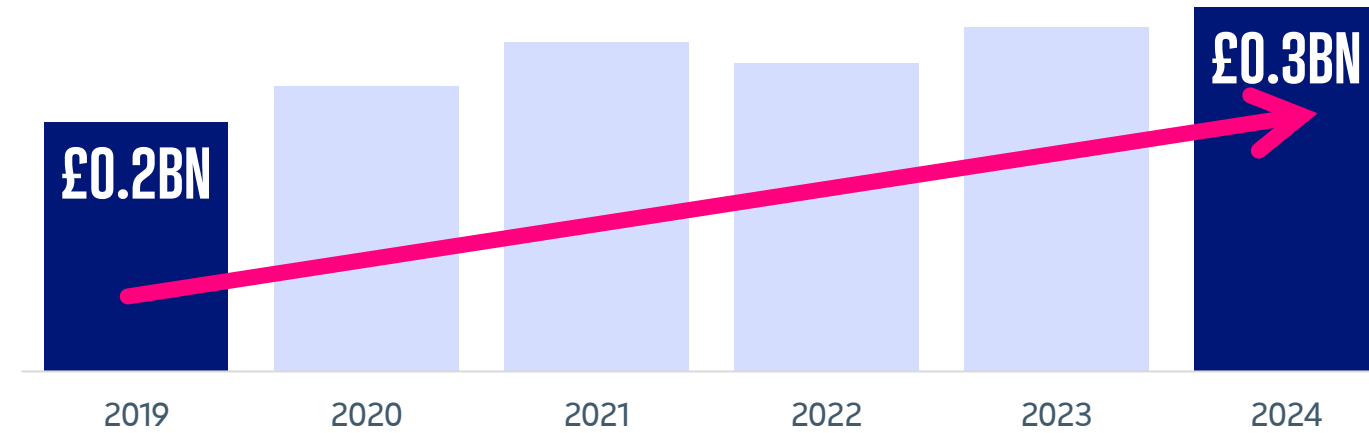


ENHANCE EXPERIENCES THROUGH SUPERIOR INNOVATIONS

WINNING RESULTS



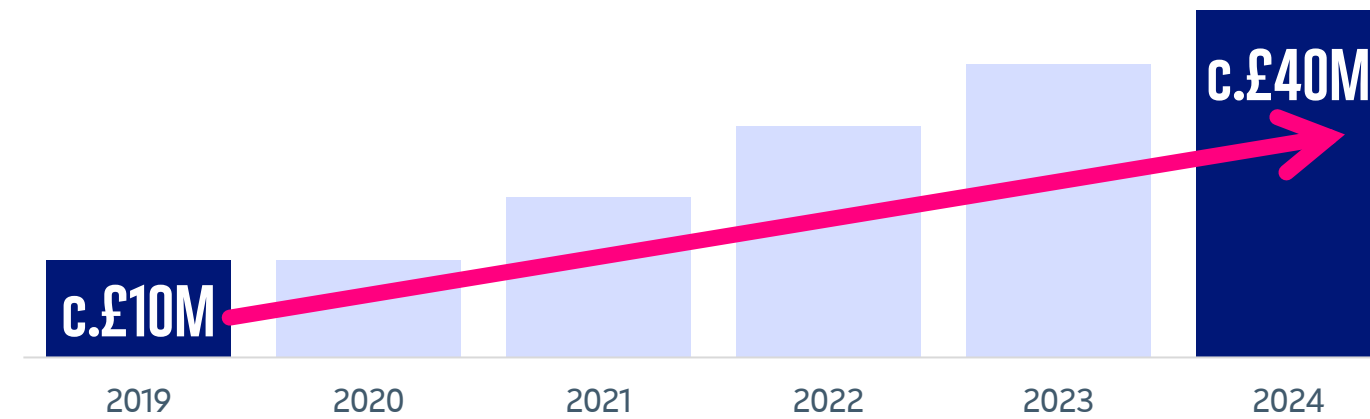
China Durex net revenue



+620bps market share gains vs 2022¹



India Durex net revenue



+780bps market share gains vs 2019²

1. Offline Nielsen RMS + online TMALL Shengyicanmou + JD platform, till 2024 Dec, bps share movement 24 vs. 23 2. Nielsen



ENHANCE EXPERIENCES THROUGH SUPERIOR INNOVATIONS

CONSUMER OBSESSED

Removing barriers to usage



of lapsed condom users claim that they reduce pleasure¹

PRODUCT SUPERIORITY

The advertisement features a dark background with a subtle wood-grain pattern. On the right is a box of Durex Intensity Premium Non-Latex condoms, showing the brand name and '12 CONDOMS'. Below the box is a single condom wrapper. On the left, the text reads: 'NEW DUREX INTENSITY Premium non-latex technology exclusive to Durex'. Below this text are four icons with labels: a circular arrow for 'BODY HEAT TRANSFER MATERIAL', a thin line for 'ULTRA THIN', a diamond shape for 'LATEX FREE', and a checkmark for 'MOLDS TO FIT YOUR SHAPE'. At the bottom of the advertisement, it says 'SO ALL YOU FEEL IS YOUR PARTNER' and '12 CONDOMS'.

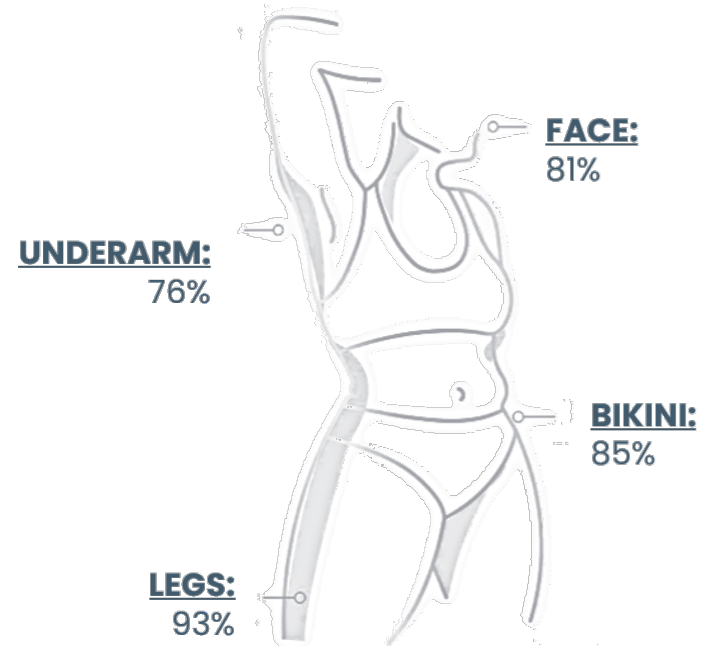


1. Skim condom triggers and barriers study 2020

DRIVE USAGE ACROSS MORE OCCASIONS VIA CONSUMER OBSESSION

CONSUMER OBSESSED

High hair removal incidence



SUPERIOR SOLUTIONS

Superior solutions specifically tailored to body parts



WINNING RESULTS

Body parts growth

LEGS

3X FASTER

than rest of range¹

BIKINI

40%

Contribution to 5Y growth

UNDER ARMS

1. Nielsen body parts market analysis 2025 for both category and Veet



EXPERT

Veet's 1ST HAIR REMOVAL & SKINCARE KIT for full bikini area



WORKS EVEN ON TOUGHER HAIR



48H SKIN HYDRATION



FOR FULL PUBIC AREA



STARTS TO WORK FROM 2 MINS



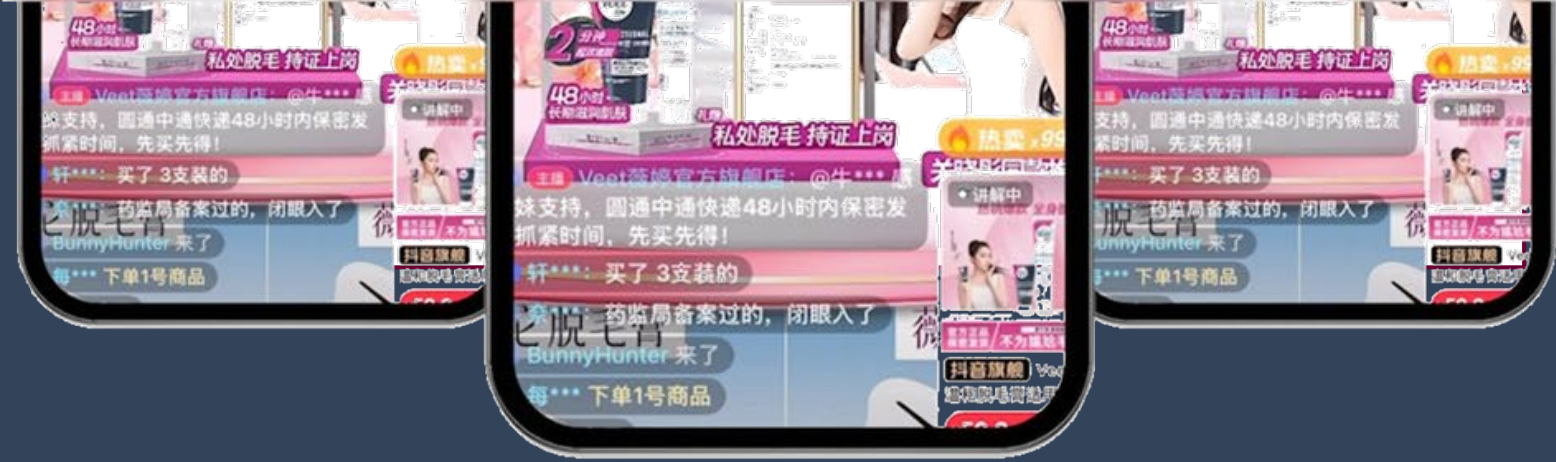


EXPERT

Veet's 1ST HAIR REMOVAL & SKINCARE KIT for full bikini area



Digital-centric launch
247 LIVESTREAMING



Intima



BUILDING FUTURE POWERBRANDS WITH OUR WINNING PLAYBOOK

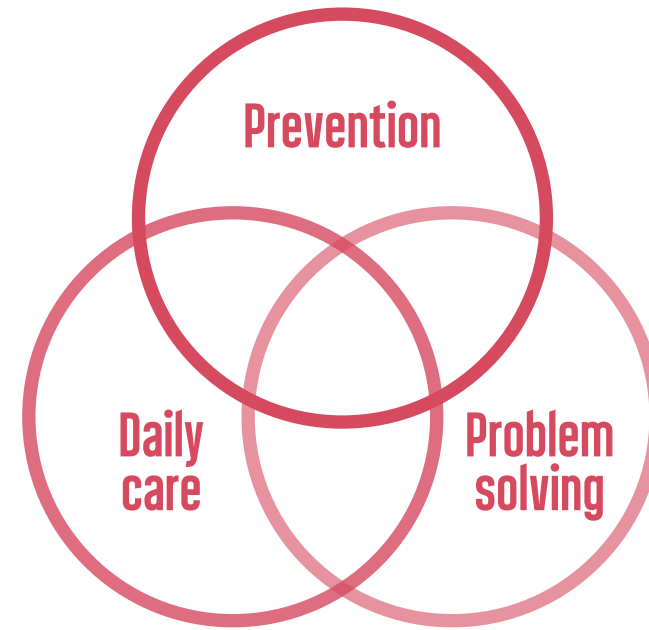


ICONIC BRAND BUILDING

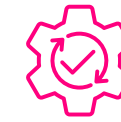
Intima



CONSUMER OBSESSED



SUPERIOR SOLUTIONS



EXECUTION EXCELLENCE





KEY TAKEAWAYS



Highly profitable portfolio proven to deliver results



Significant runway for future growth



Leading brands shaping category and culture

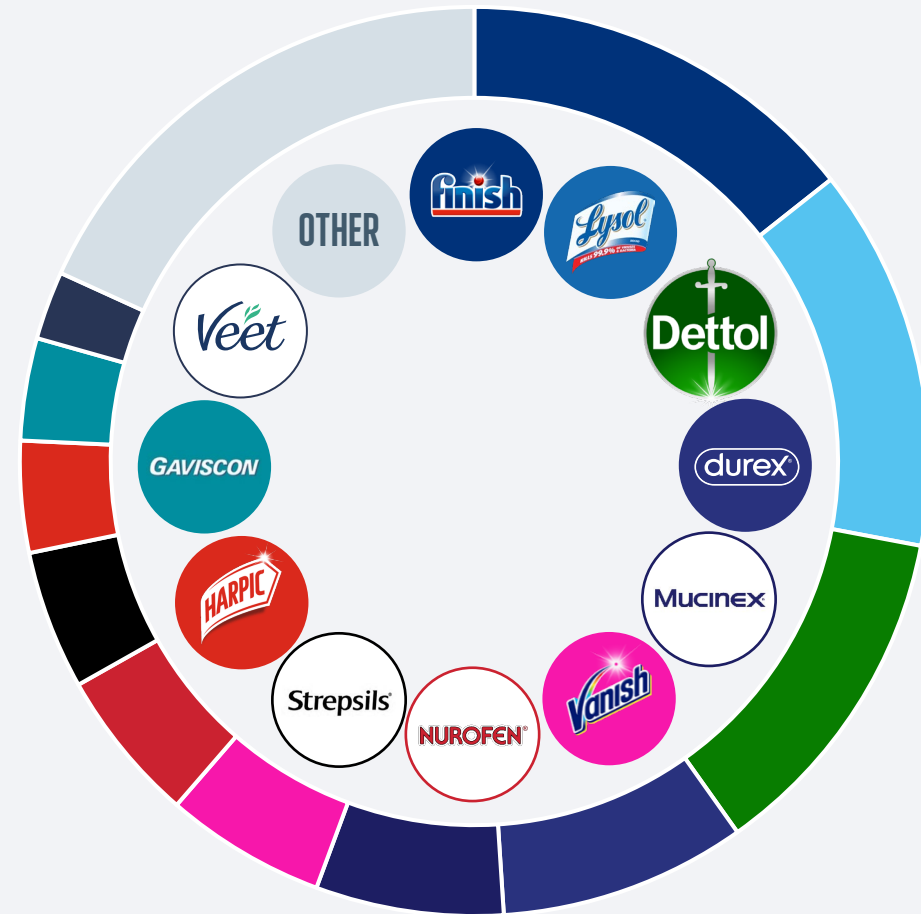


@ FOCUS ON

CLOSING REMARKS

**RYAN DULLEA
CHIEF CATEGORY
GROWTH OFFICER**

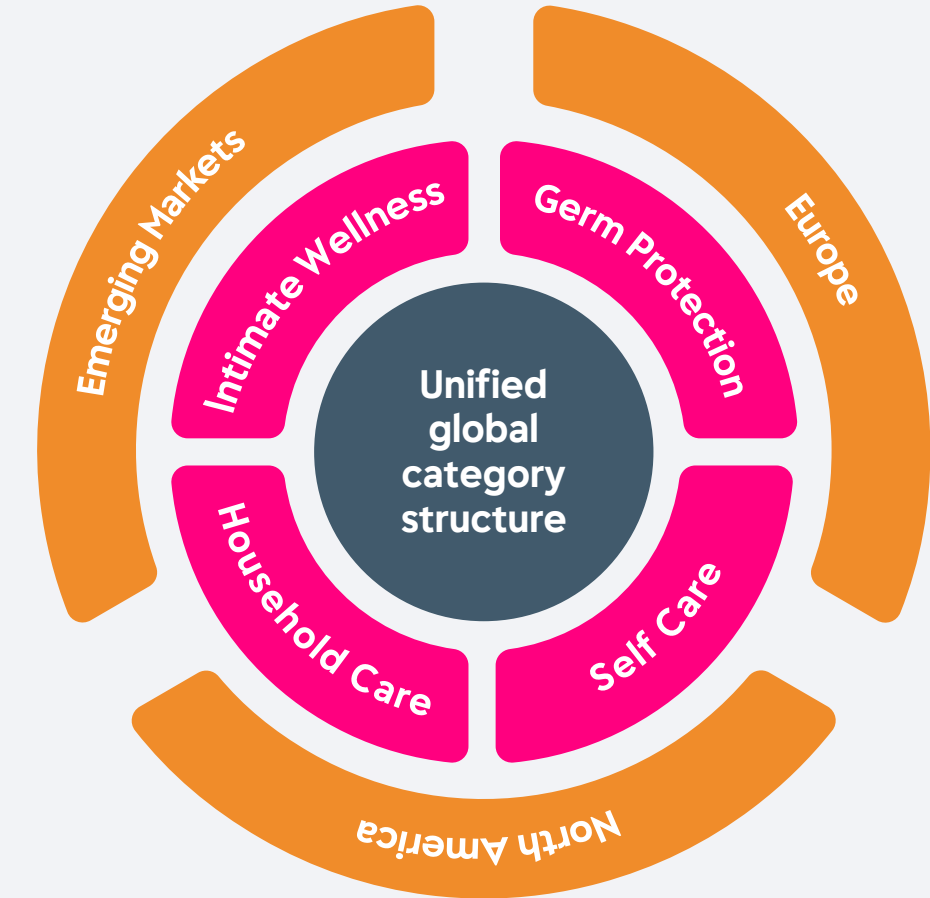
WORLD-CLASS PORTFOLIO



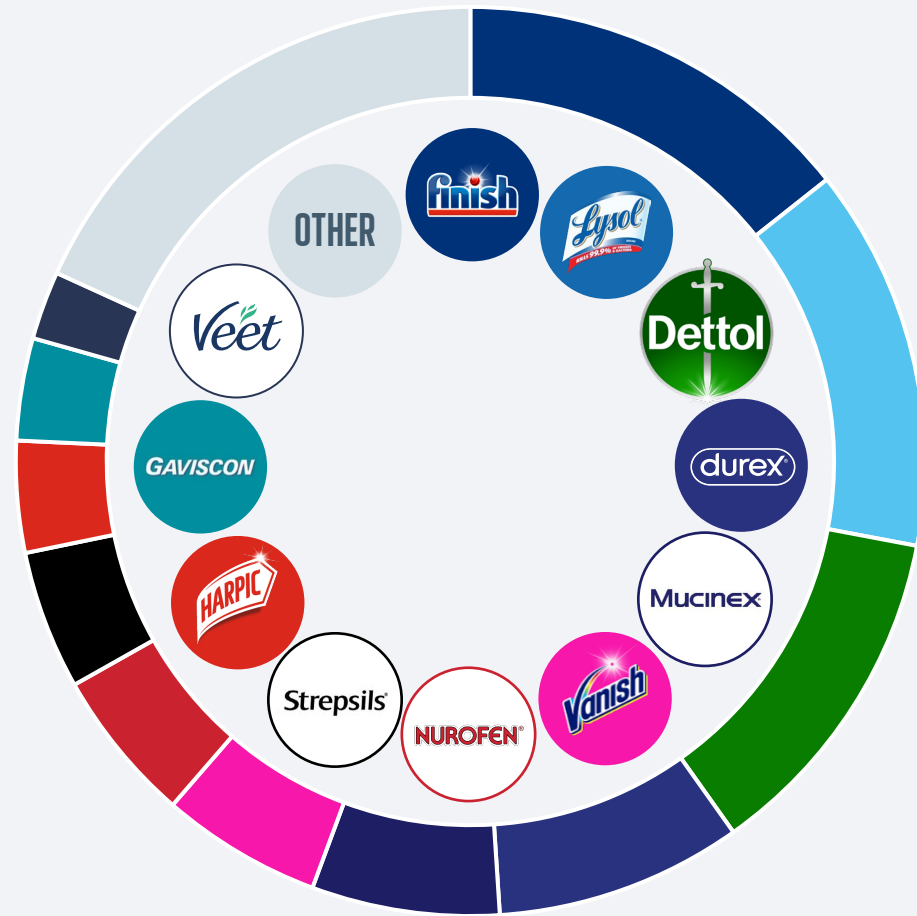
WINNING PLAYBOOK



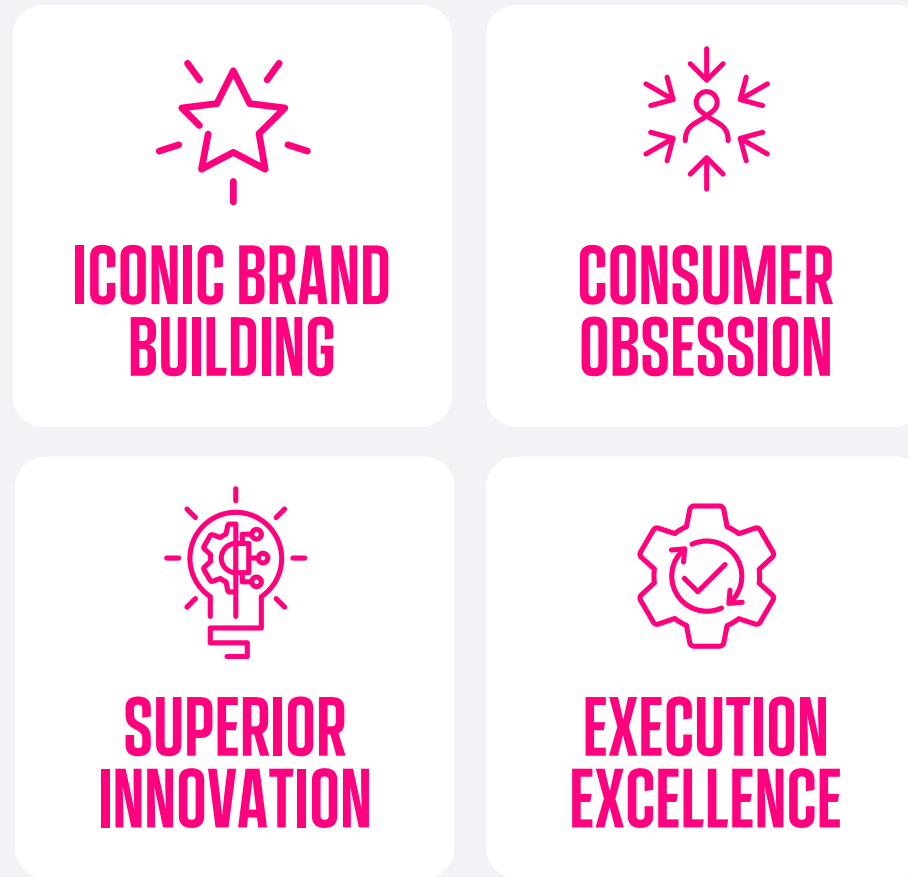
NEW ORGANISATION



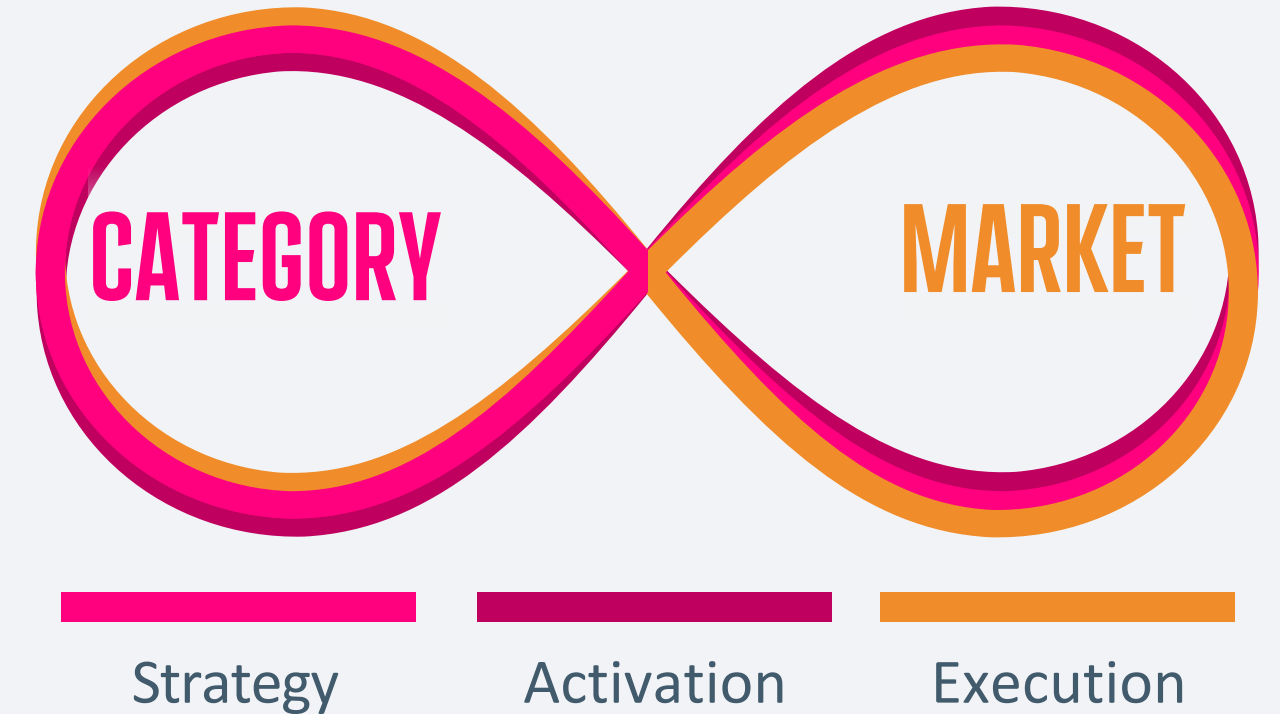
WORLD-CLASS PORTFOLIO



WINNING PLAYBOOK



NEW ORGANISATION



WORLD-CLASS PORTFOLIO



WINNING PLAYBOOK



ICONIC BRAND BUILDING



CONSUMER OBSESSION



SUPERIOR INNOVATION



EXECUTION EXCELLENCE

NEW ORGANISATION



STANDARDISATION



SIMPLIFICATION



DIGITALISATION

Q&A



RECKITT FOCUS ON SERIES

RECKITT FOCUS ON: EMERGING MARKETS

NITISH KAPOOR

President Emerging Markets

Date: 4 December 2025

Location: London

