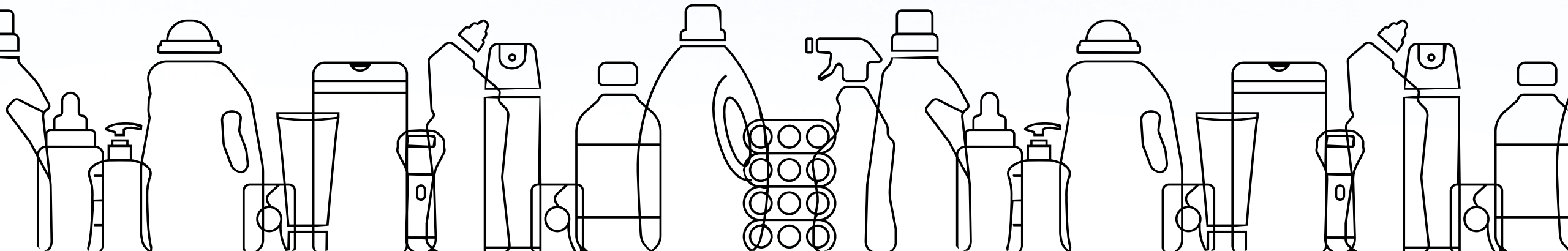




# LAXMAN NARASIMHAN, CEO

January 2021

J P MORGAN GLOBAL HEALTHCARE CONFERENCE



# Key messages



Good House in a Great Neighbourhood – potential to become a Great House again



Clear strategy and strong progress towards goal of mid-single digit revenue growth



Global trends, coupled with our portfolio and capabilities, reinforce our growth ambitions

# Strong position in global consumer healthcare

## Global business with outstanding credentials in Health and Hygiene

### Scale, reach and capability



**£60bn**  
Enterprise Value



**>190**  
Countries served



**9**  
R&D centres



**£14bn+**  
Net Revenue



**40k+**  
Employees



**2,600**  
Working in Science

Protect

Heal

Nurture



**NUROFEN**



**Mucinex**

**Strepsils**



**GAVISCAN**



**Airborne**  
Immune Support Supplement

**neuriva**

Strong brands, leading positions, platforms for growth

# Exceptional heritage and science base

## Long standing, trusted brands

1819



Mortein  
launched  
1880

Scholl  
launched  
1904

Harpic  
launched  
1923

Dettol  
launched  
1932

Air Wick  
launched  
1943

Finish  
launched  
1953

Strepsils  
launched  
1958

Clearasil  
launched  
1959

Nurofen  
launched  
1983

Mucinex  
launched  
2002

Enfinitas  
launched  
2016

Botanica  
launched  
2020

Lysol  
launched  
1889

Veet  
launched  
1922

Durex  
launched  
1929

Nutramigen  
launched  
1942

Woolite  
launched  
1951

Calgon  
launched  
1956

Enfamil  
launched  
1959

Gaviscon  
launched  
1965

Vanish  
launched  
1983

Cillit Bang  
launched  
2004

Neuriva  
launched  
2019



# Underlying drivers to support long-term sustainable growth

## Global mega-trends aligned to our Science platforms

Urbanisation and global warming



Hygiene

Dense populations drive need for good hygiene as the foundation of health

Growing demand for Self Care



Health

Government pressures on healthcare costs creating opportunity in Self Care

Sexual health crisis



Increased need for prevention and fun driving opportunities in Sexual Well Being

Growing and ageing population



Nutrition

Demand for adult nutrition creating opportunities

Technology proliferation



Digital and eCommerce

Digital transforming what people buy and how they buy it

Solutions must be sustainable for the planet and society

# New direction from 2020 sets the business on a clear path for growth

## Our Purpose, Fight and Compass are aligned around consumer needs

### Our Purpose

To protect, heal and nurture in the relentless pursuit of a cleaner, healthier world

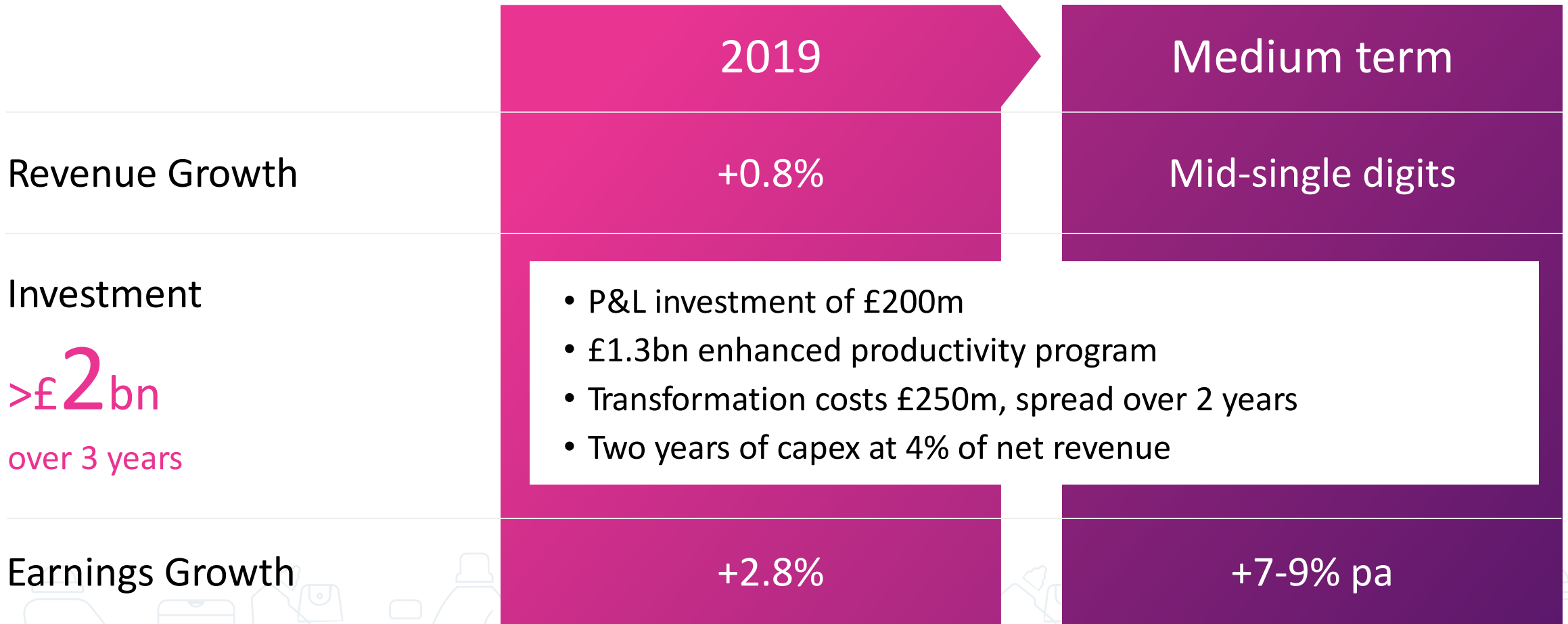
### Our Fight

Making access to the highest quality hygiene, wellness and nourishment a right, not a privilege



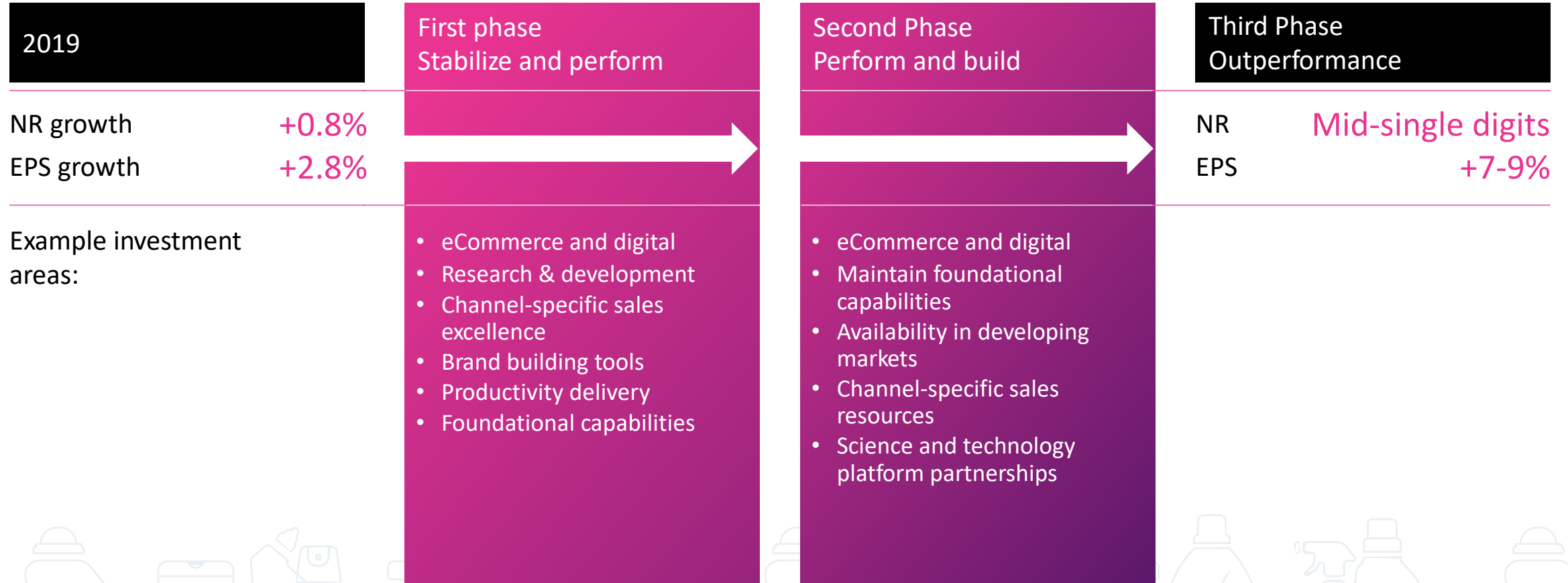
# Clear strategy to Rejuvenate Sustainable Growth

In February 2020 we presented our growth and investment plans



# Clear strategy to Rejuvenate Sustainable Growth

## Three phases of rejuvenation

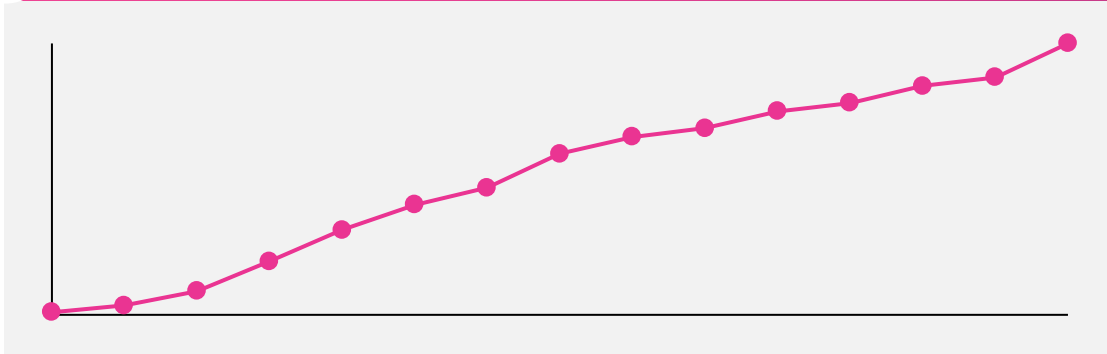




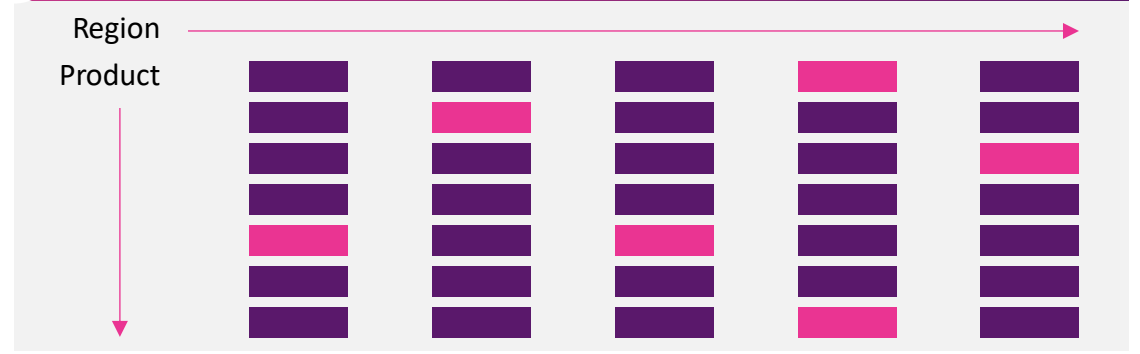
# Clear strategy to Rejuvenate Sustainable Growth

## Growth drivers

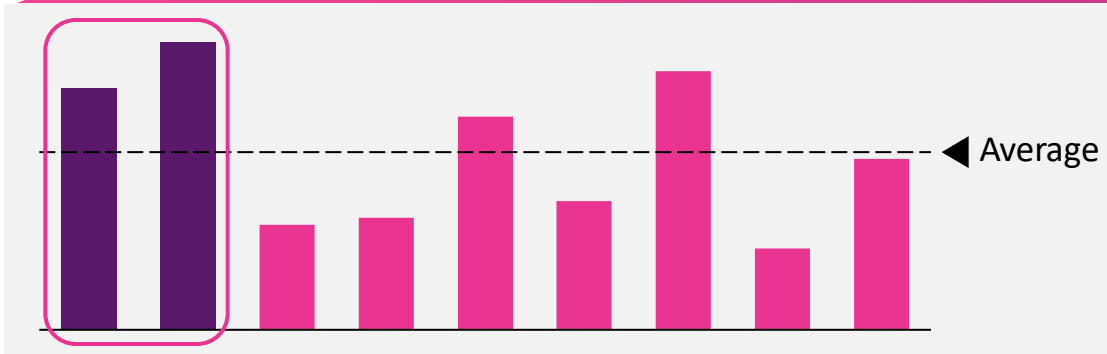
### 1 Penetration



### 2 Market share optimisation



### 3 New places: channels



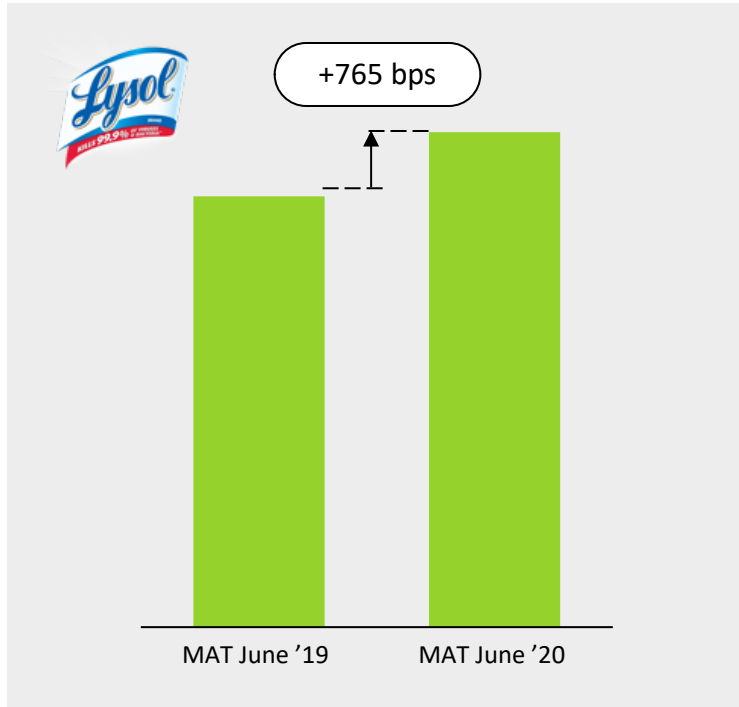
### 4 New spaces & adjacencies



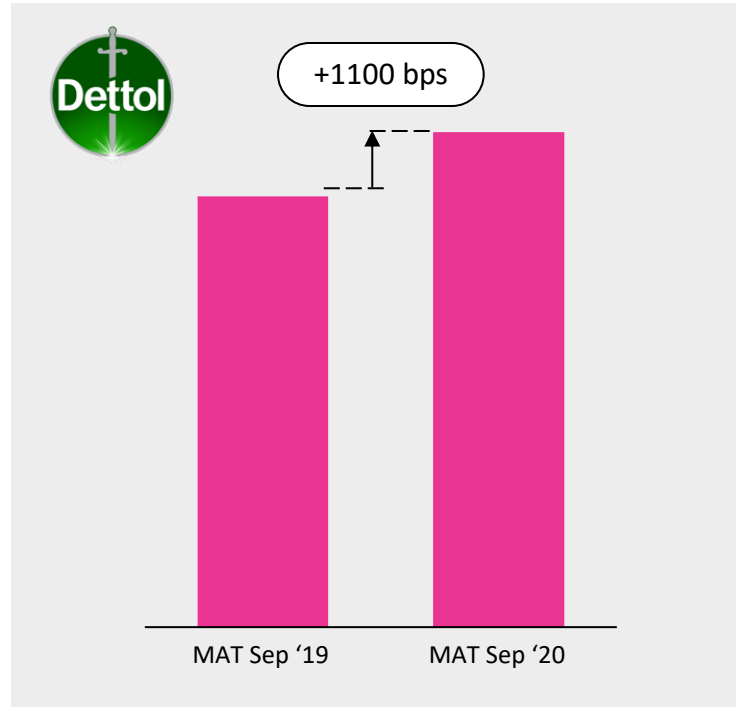
# Rebuilding capabilities to be a great house again

## Increasing product penetration

In Hygiene...  
Lysol USA mega brand



In Health...  
Dettol Soap in India



In Nutrition...  
Airborne USA

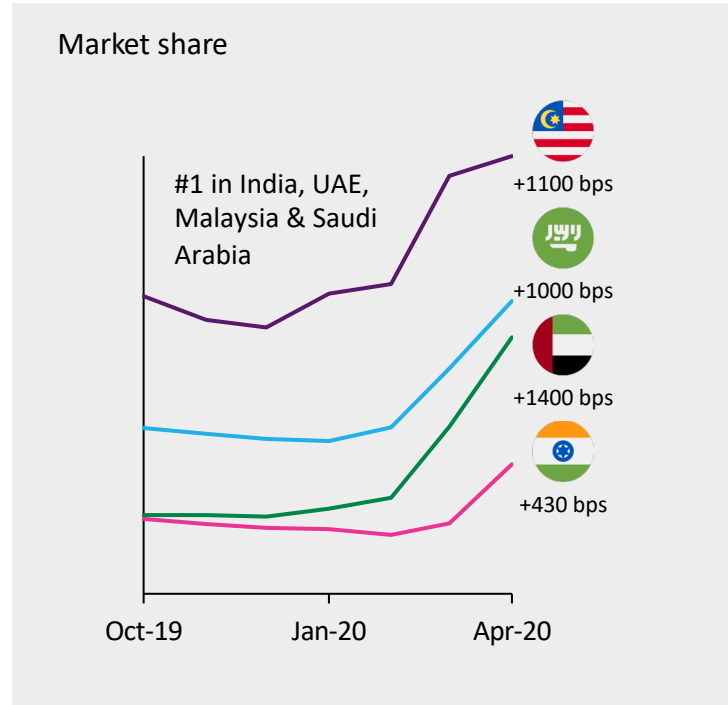


# Rebuilding capabilities to be a great house again

## Driving market share growth

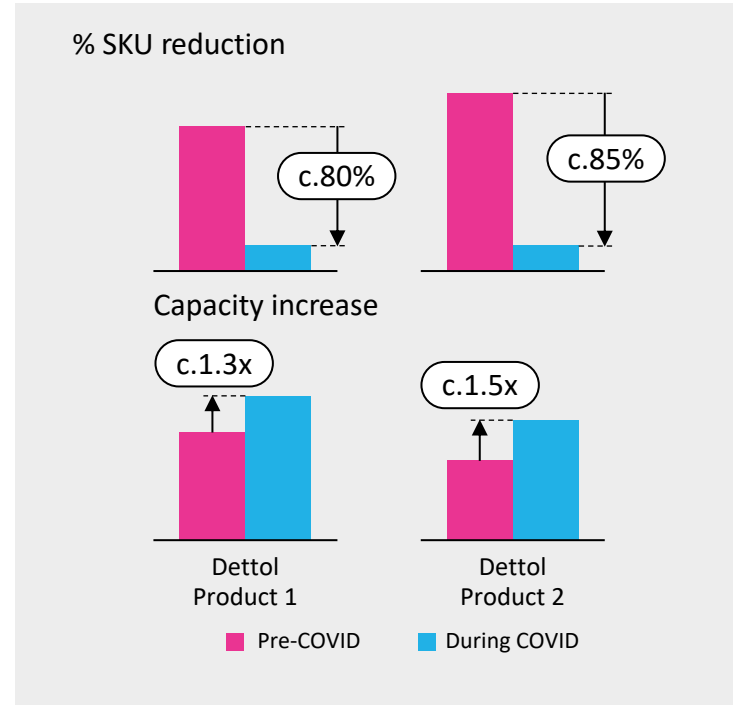
### Heritage brand strengths...

Dettol Bar soap benefited in the early stages of the pandemic



### Simplification...

Maximising supply by rationalising EUR SKUs



### Innovation...

Enfinitas Greater China

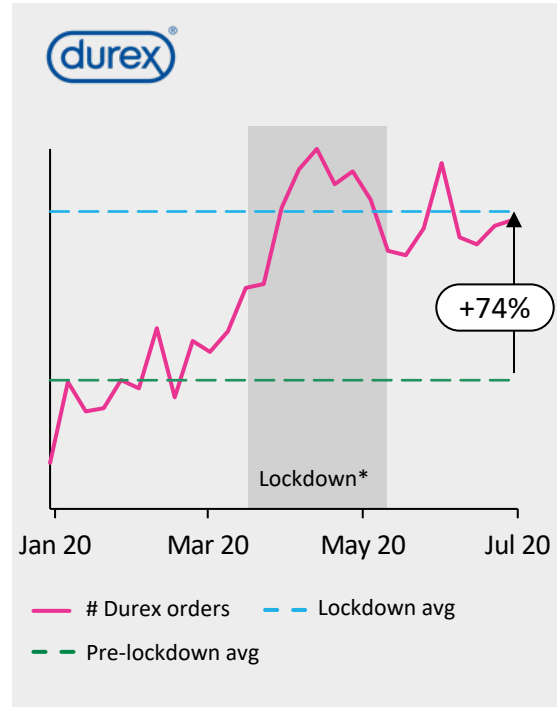


# Rebuilding capabilities to be a great house again

## Expanding into new places

### eCommerce...

Durex eCommerce Iberia



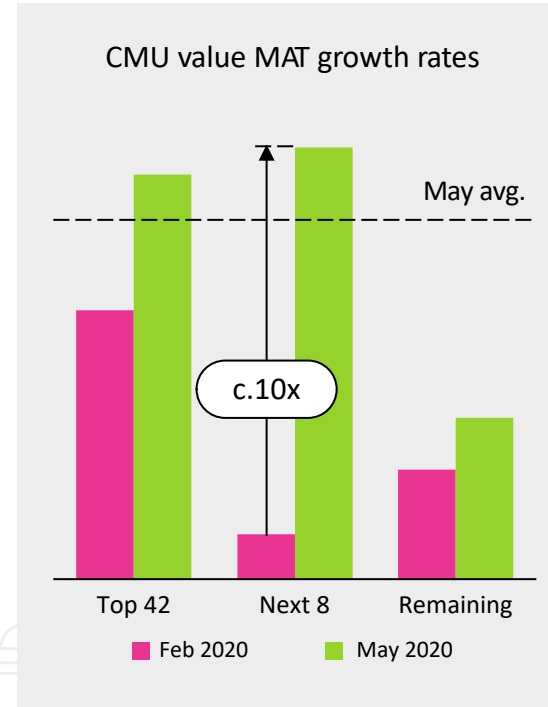
### Innovation...

Nurofen Adult in Italy & Germany



### Capabilities...

From 40 to 50 Power CMUs



### Channels...

Professional



# Rebuilding capabilities to be a great house again

## Developing new spaces

Leveraging brand strengths...  
Natural Lubes



Innovation and Sustainability...  
Air Wick Aromatherapy & Botanica



Innovation and brand...  
Guardium





# Rebuilding capabilities to be a great house again

## Strong recognition for recent innovations

### Bases 2020

“  
RB secured the most  
of any company (4 of 25) of  
the breakthrough  
innovations powered  
by Nielsen”



# Potential to be a great house for R&D and product innovation

## Strong Science led solutions across entire consumer journeys

Digital and eCommerce

Consumer Benefits

Consumer Need  
(examples)

Protect

Heal

Nurture

Respiratory



Gastro-Intestinal



Pain Relief



Microbiome

Sensory Enrichment

Polymer Science

Surface Chemistry

Digestive Health

Allergy & Immunity

Growth & Cognition

Entomology

Personalised Solutions

# Deliver more consumer preferred, differentiated products

## Leveraging Science Platforms across Hygiene, Health and Nutrition to build scale and enter new spaces

### Hygiene



**VEO  
Active-  
Probiotics  
Surface  
Cleaner**

Formulation with bio based surfactants and Active-Probiotic for microbial cleaning

Superior deep, long-lasting and environmentally friendly clean

Microbiome

Surface Chemistry

### Health



**Nurofen  
Long Lasting**



Smart technology works with body to enable controlled fast and lasting relief

Superior speed of relief and 12h longevity – no need to compromise

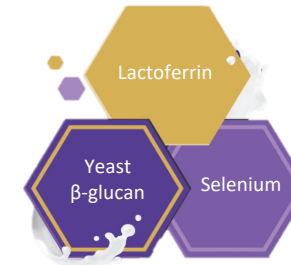
Surface Chemistry

Polymer Science

### Nutrition



**ProVital Immunity**  
Senior Adult fortified milk  
Leveraging Infant Science for Adult Nutrition



“Unique triple action system to protect the immune system”

Superior solution for Adult Daily Nutrition Intake needs

Allergy & Immunity

Digestive Health

# Access VC

## Investing in entrepreneurs building next-gen purpose led companies



- ✓ Invested >\$20M in over twelve purpose led start-up businesses in 2020, supporting over 20 founders
- ✓ Over 30% of start-ups to US founders and businesses – focused on hygiene and health care
- ✓ Founder profiles include 40% female founders (2x industry), and 17% BAME founders (15% industry)
- ✓ Providing mentorships and capabilities from RB's ecommerce, R&D, go-to-market, and retail teams

**MPowder**  
PLANT FOOD AS POWER

Health & wellness  
for menopause

A COMPLEXION CO.

Eco-luxury African  
wellness & nutrition

**Healthily**  
by Your.MD

Self-care & health  
tracking app

  
**BLOOMBOXCLUB**

Plant care therapy  
subscription

**3etr**

Purpose-led  
OTC solutions



# Health and Hygiene changes driving sustainable dynamics

## Playing our part in combating COVID-19

### Fight for Access Fund

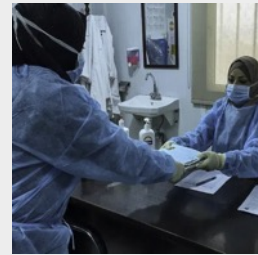
Equivalent to over 1% of our operating profit donated to benefit communities around the world



UNAIDs partnership to reach 220,000 individuals in Africa with hygiene packs



Dettol UK pledges 150,000 care packages to support NHS workers



£1 million to (IRC) to provide lifesaving programmes to support refugees in Middle East

### Impact so far

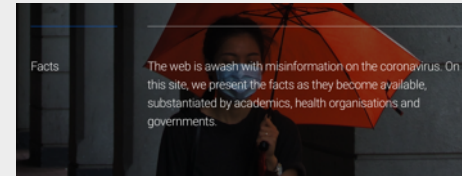
20 initiatives providing support to 41 countries

2.2 million people benefiting by projects reported

Over 8 million individual products donated

### Educational campaigns

#### Myth Busting with COVID-19Facts.com



- 2.5m users across 20+ countries
- 80+ claims evaluated
- Reached 38m through social media

#### Lysol HERE For Healthy Schools

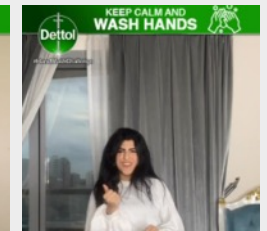
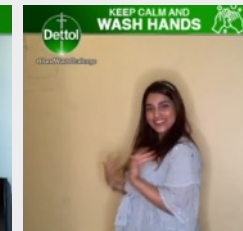
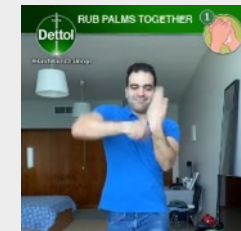


Educational program to minimize the spread of germs in the classroom  
Expanded to reach 58,000 US Title 1 school by 2020

#### TikTok Dettol Hand Wash challenge

~#HandWashChallenge

124.8bn Views





# Playing a new role in global health and hygiene

## The Reckitt Global Hygiene Institute

### Our expert partners



Funds research & innovation to advance the understanding of the links between hygiene and health



Informs education and behaviour change to effect long-lasting changes in consumer behaviour to improve hygiene and health



Develops protocols to incorporate hygiene into the global public health agenda

Professor Peter Piot

Director of the London School of Hygiene & Tropical Medicine

Dame Sally Davies

Master, Trinity College Cambridge

Professor Feng Cheng

Research Center for Public Health, Tsinghua University School of Medicine, Tsinghua

Dr Randeep Guleria

Director, All India Institute of Medical Sciences (AIIMS)

Professor Dr Albert Ko

Department Chair and Professor of Epidemiology, Yale School of Medicine

Dr Teo Yik-Ying

Dean, Saw Swee Hock School of Public Health, National University of Singapore

# Overview of H1 2020

Strong underlying performance coupled with COVID-19 tailwinds

## Net Revenue

£6,911m  
+11.9%\*

PY: £6,240m

## Adjusted Operating Profit\*

£1,696m  
+15.0%

PY: £1,475m

## Adjusted Operating Profit Margin\*

24.5%  
+90bps

PY: 23.6%

## Adjusted Earnings per Share\*

166.5p  
+14.5%

PY: 145.4p

## Free Cash Flow\*

£1,902m  
+104.7%

PY: £929m

## Dividend per share

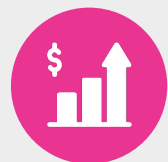
73.0p  
unchanged

PY: 73.0p

# Seizing opportunities to strengthen our strategy

## Expanding our plan to accelerate growth

### Expanded plan



Reinvesting incremental upside to grow our leading position with **Dettol and Lysol**

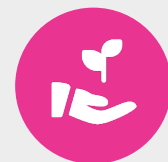


Accelerate **eCommerce** growth through eRB to capture faster channel shift – “be big and bold”



Build **professional** category with strategic accounts – e.g. Hilton, Delta Airlines – and enhanced distribution

### Implications



**Optimise investments** across the portfolio to maximise growth potential



**Increase in capital expenditure** and shift some investment into H2 2020 and 2021 to address increased demand for disinfectants



**Increased confidence** in achieving our medium-term goals

# Key messages



Good House in a Great Neighbourhood – potential to become a Great House again



Clear strategy and strong progress towards goal of mid-single digit revenue growth



Global trends, coupled with our portfolio and capabilities, reinforce our growth ambitions

# Disclaimer

## Cautionary note concerning forward-looking statements

This presentation contains statements with respect to the financial condition, results of operations and business of RB (the “Group”) and certain of the plans and objectives of the Group that are forward-looking statements. Words such as “intends’, ‘targets’, or the negative of these terms and other similar expressions of future performance or results, and their negatives, are intended to identify such forward-looking statements. In particular, all statements that express forecasts, expectations and projections with respect to future matters, including targets for net revenue, operating margin and cost efficiency, are forward-looking statements. Such statements are not historical facts, nor are they guarantees of future performance.

By their nature, forward-looking statements involve risk and uncertainty because they relate to events and depend on circumstances that will occur in the future. There are a number of factors that could cause actual results and developments to differ materially from those expressed or implied by these forward-looking statements, including many factors outside the Group’s control. Among other risks and uncertainties, the material or principal factors which could cause actual results to differ materially are: the general economic, business, political and social conditions in the key markets in which the Group operates; the ability of the Group to manage regulatory, tax and legal matters, including changes thereto; the reliability of the Group’s technological infrastructure or that of third parties on which the Group relies; interruptions in the Group’s supply chain and disruptions to its production facilities; the reputation of the Group’s global brands; and the recruitment and retention of key management.

These forward-looking statements speak only as of the date of this announcement. Except as required by any applicable law or regulation, the Group expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any change in the Group’s expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.

