

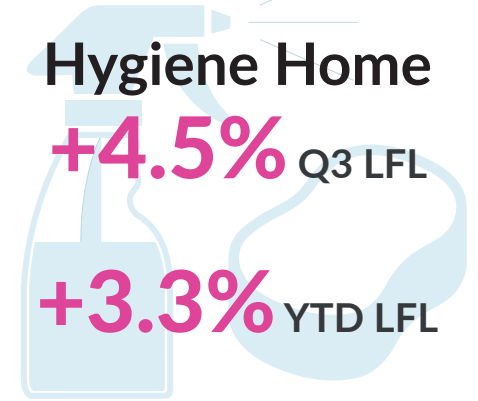
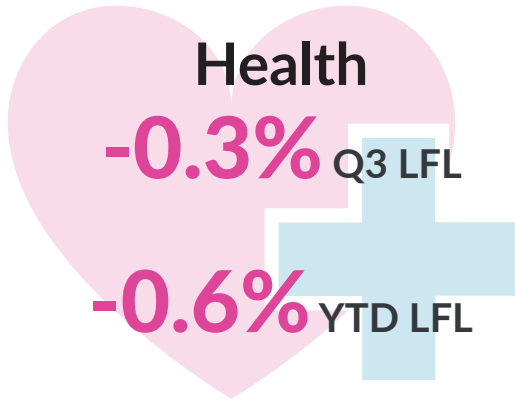
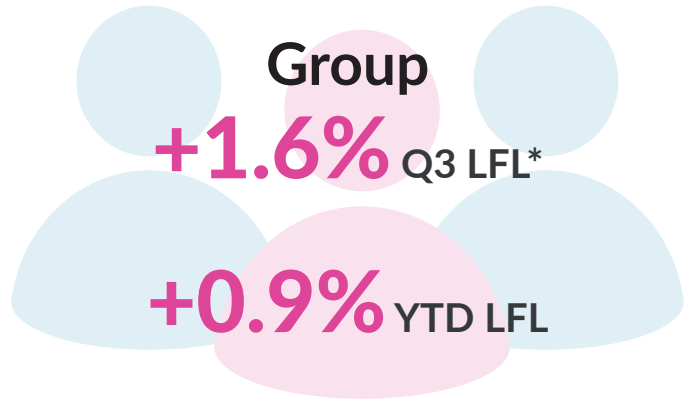
SLOW Q3 BUILDING FOR THE LONG TERM

Q3 net revenue

£3,285m



HEALTH ▸ HYGIENE ▸ HOME



KEY PRIORITIES

1. Restore performance credibility
2. Simplify and focus
3. Drive execution: purpose-led brand building, innovation, frontline execution, eliminate waste
4. Unleash the potential of our people
5. Deliver strong, sustainable financial results

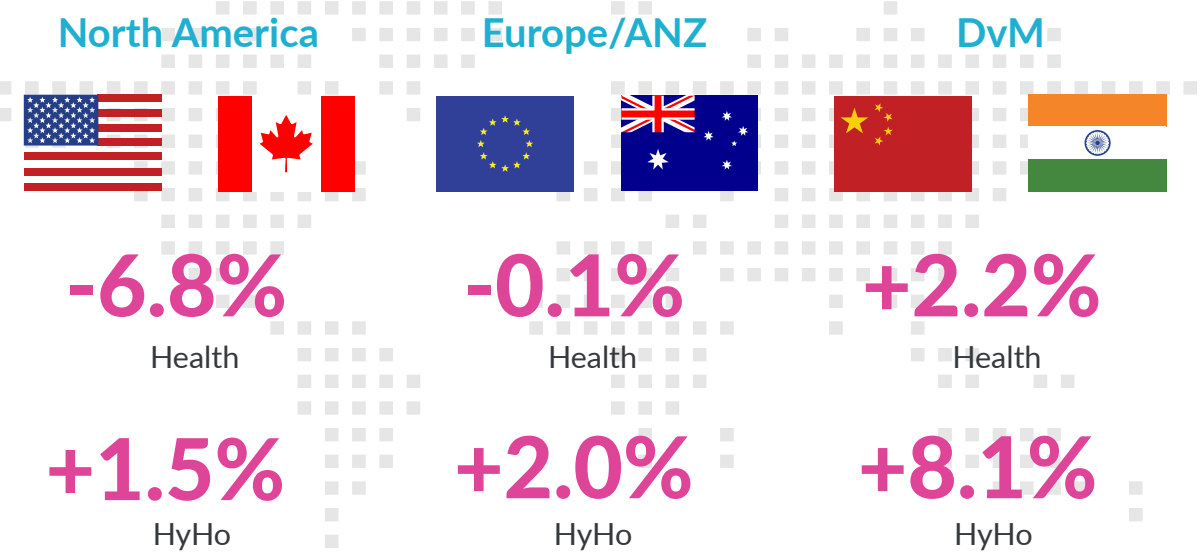


FY 2019 LFL net revenue growth target

0-2%**

Adjusted operating margin moved from flat to modest decline***

KEY MARKETS - YTD LFL GROWTH



PLASTICS, PACKAGING AND WASTE

Responsibility is at the heart of our values, and this includes how we design our products and use plastics responsibly in our packaging

OUR TARGETS

- ELIMINATE** PROBLEMATIC AND UNNECESSARY PLASTIC PACKAGING
- REDUCE** PLASTIC PACKAGING WHEREVER POSSIBLE
- 100%** OF PACKAGING TO BE REUSABLE, RECYCLABLE OR COMPOSTABLE
- USE 25%** RECYCLED CONTENT ON AVERAGE ACROSS ALL PLASTIC PACKAGING

MEMBER OF

Dow Jones Sustainability Indices

leading score on packaging



- ▶ Our recyclable **metal free trigger** now used in 3 brands
- ▶ Once cascaded across entire portfolio **500 tonnes** of plastic could be saved per year



- ▶ Launched **first fully recyclable** dishcare pouch in Germany in 2019
- ▶ Planned roll out across Finish portfolio, **eliminating 3,400 tonnes** of non-recyclable waste by end 2020



- ▶ Launched Veo Surface Cleaner bottle in US made from **95% recycled plastic**
- ▶ **Improved recyclability** with features that include removable sleeve



- ▶ Healthy You, Healthy Planet™ partnering with TerraCycle to **recycle health and nutrition packaging** in the US
- ▶ Through this partnership and our brands we'll help **increase recycling**

** Decreased from +2-3%, reflecting the impact of the Q3 performance

*** Adjusted Operating Profit excludes the impact of exceptional and other adjusting items

*Like for like at constant exchange rates