

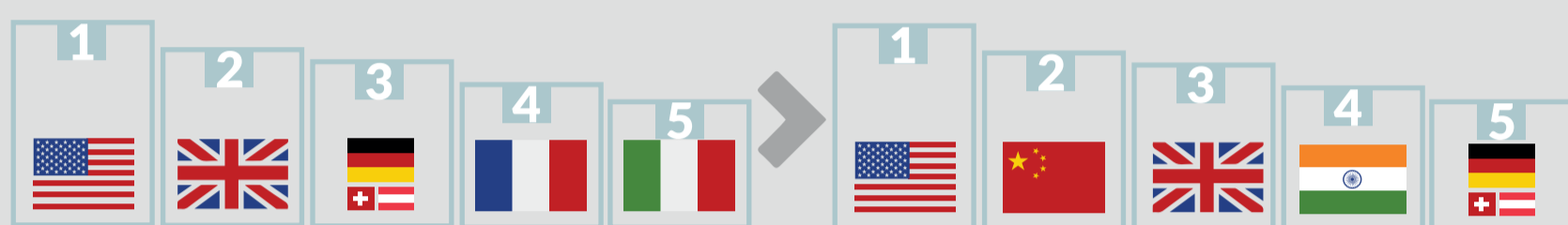


Transformation to a **global leader** in **CONSUMER HEALTH AND HYGIENE**

TRANSFORMING THE PORTFOLIO

% dedicated to health **34%** > **62%***

Greater focus on developing markets



CHINA AND INDIA IN THE TOP FIVE

FOCUS ON OUTPERFORMANCE

Gross margin expansion

> **500** BPS

LFL revenue growth

CAGR +4%

DELIVERING LONG-TERM STAKEHOLDER VALUE

Driving RB's purpose-led mission of healthier lives, happier homes, with social impact investment of **£20M** by 2025

Positively impacting **20 million** people



1 BILLION PEOPLE

REACHED IN 2018 ON HIV PREVENTION AND WATER & SANITATION BRAND-LED CAMPAIGNS

DELIVERING LONG-TERM SHAREHOLDER VALUE

TSR
+130%

CAGR +12%

2X SHARE PRICE

£33 to **£61**

c.DOUBLE THE **FTSE 100** AND TOP OF PEER GROUP

TRANSFORM TO OUTPERFORM



HEALTH ▸ HYGIENE ▸ HOME

Rakesh Kapoor

- 1987: joins RB
- 1999: becomes Senior Vice President of Home Care
- 2001: appointed SVP Regional Director Northern Europe
- 2006: becomes EVP of Category Development
- 2011: becomes CEO

JUNE 2012

Sets 2020 targets for sustainable and responsible growth

MAY 2013

Creates OTC platform in LatAm in collaboration agreement with Bristol-Myers Squibb (Tempra, Luftal)

DECEMBER 2014

Spins off RB Pharmaceutical



AUGUST 2017

Divests food business to McCormick for \$4.2bn



JANUARY 2018

Creates two independent business units to drive growth and outperformance

Health



Hygiene Home

MARCH 2014

RB Acquires KY



JUNE 2017

Acquires Mead Johnson and enters IFCN category



DECEMBER 2012

Acquires Schiff including MegaRed and enters VMS market

