


Driving Transformation Together: partnering with Commercial leaders for Sustainable Growth

EUROPE SUPPLY CHAIN SUMMIT


28-29 October 2025


Antwerp, Belgium

An aerial photograph of a port at sunset. A large container ship, the CMA CGM Centaurus, is docked at a pier. The ship's deck is covered with colorful shipping containers. Several large gantry cranes are positioned along the pier, and the sky is filled with dramatic, colorful clouds. In the background, a city skyline is visible across the water.

ILYA SELIVANOV
SVP Business Transformation
and Operational excellence




Ilya Selivanov
SVP Productivity and Transformation



OUR CATEGORIES AND POWERBRANDS

SELF CARE

- Strepsils
- Mucinex
- GAVISCON
- NUROFEN

HOUSEHOLD CARE

- Vanish Oxi Action
- finish

GERM PROTECTION

- Lysol
- HARPIC
- Dettol

INTIMATE WELLNESS

- Veet
- durex

A PURPOSE AND CULTURE FIT FOR THE FUTURE

Our purpose

PROTECT, HEAL, NURTURE
in the pursuit of a cleaner and healthier world

Our culture

OWN
DELIVER
CARE
CREATE

Do the right thing. Always.

CREATING ROOM TO INVEST

behind growth, resilience, productivity, competitiveness

Investment



£2bn
over 3 years

Funded by:

P&L investment

Productivity Programme

Capital expenditure*

Productivity Programme 2020-23



£2.0bn
By 2023

End-to-end Operations

Fixed Cost Improvement

Marketing Efficiencies

Revenue Management

ENABLE BETTER RESULTS WITH

X-SEED

ENABLES RECKITT TO ACHIEVE **BETTER BUSINESS RESULTS** WITH **LESS USE OF COMPANY AND PLANET RESOURCES**

PEOPLE ENGAGEMENT



LESS USE OF COMPANY AND PLANET RESOURCES

CEO: Executive Leadership changes



2011-2019



2020-2025

Our strategy

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

Build brands, Innovation & execute



Generate productivity



Invest in key capabilities



Embed ESG



Actively manage portfolio



Lead and Inspire Talent



HYGIENE



Medium term net revenue growth +4-5% pa

Mid single digit net revenue growth in the medium term

HEALTH



Medium term net revenue growth +4-6% pa

Mid 20's A

NUTRITION



Mec

FY 2022 RESULTS

PRODUCTIVITY - £2BN TARGET DELIVERED A YEAR EARLY

FY 2022 SAVINGS

£0.8bn

SAVINGS DELIVERED TO DATE¹

£2.0bn

2023 SAVINGS TARGET

>£0.5bn

1 - Programme began in 2020



RETHINK: REDUCE, REUSE, RECYCLE

COMPANY AND PLANET RESOURCES

Foundation

One-Stop-Shop' on fundamentals (tools, methodologies, financial guidelines, Anaplan as a single reporting, business governance and ideation cycle, mindset-change mngt)

20%

'Speed Boats'

BU-Functional Led Projects. Aligned to Functional agenda, sponsored by BUs and delivered with x-functional and local-global collaboration



50%

'Supertankers'

Big Transformational projects (RPS, E2E Planning, Functional Transformations
Complexity Reduction: SKU Cut the Tail, Pack-Formula-Materials harmonisation



30%



STRATEGIC IMPERATIVES: DRIVE SUPERIOR EXECUTION

FOCUS ON: EXECUTIONAL RESILIENCE

In the face of economic, political and public health shocks in recent years we have sharpened our executional resilience. We're meeting consumer needs in fluid times as an agile, responsive and competitive business.



66 SAMI NAFFAKH CHIEF SUPPLY OFFICER

We are building a much more resilient supply chain, learning from the market disruptions that have tested us and made us stronger.



IMPACTS CONTINUED

In the last half year, we have been on a transformative culture around a dynamic on Purpose. This anchors momentum. We are more agile and responsive in a changing world.

The investments we have made have unlocked new capabilities. We have built close relationships with suppliers and customers that allow us to respond quickly and at scale when big issues change the competitive landscape.

66 MATTHEW LINDSEY CUSTOMER SERVICE DIRECTOR NORTH AMERICA

Customer relationships are more important than ever, and our concerted efforts to strengthen them are paying off in tangible and rewarding ways.



We have lived through repeated demand surges and supply shocks over the past three years, with cost inflation and energy price rises exerting increasing pressure on margins. The pandemic distorted demand and disrupted supply for two years. In 2022, the war in Ukraine created raw material and energy shortages. In North America, a competitor shut down its largest domestic factory leaving parents facing a sudden shortage of infant formula.

Reckitt has repeatedly demonstrated the appetite and agility to meet these external challenges. Whether by sourcing alternative suppliers, reformulating our products, shifting or scaling up production or through our productivity improvement programme, we have consistently stepped up with smart solutions that meet the moment. Whenever we have faced disruption, we have not only recovered but we have emerged stronger.

Integrated supply chain management

We counter volatility in the global supply chain by planning in a holistic way, maintaining visibility across the full product lifecycle. We maximise that transparency with high-quality data and connected technologies. Our supply function engages directly with all parts of the business meaning we can adapt swiftly to shifting market dynamics and adjust our productive capacity proactively.

Operational excellence

We have built a more resilient supply organisation creating value for our people, our customers and our consumers by strengthening our operations, improving our ways of working and increasing efficiency.

We manage our supply globally in a highly integrated way. Connected core capabilities

leverage the strength and scale of our global network. We meet our strategic priorities through four workstreams focused on building internal capabilities and driving excellence. We underpin these capabilities with the latest technologies.

Our productivity programme has released significant resources for reinvesting in the business. We have delivered productivity improvements spanning each pillar of supply, from logistics through to customer service. Our centres of excellence are developing and sharing best practice and driving continuous improvement across the business.



Manufacturing excellence

Resilient, agile and efficient manufacturing is a core capability. We have implemented the Reckitt Production System (R-PS), a common set of standards, across all our manufacturing sites. We apply this system to adopt and share best practice and drive continuous improvement.

Each site monitors its performance against 11 standards, covering areas such as root cause

problem solving, maintenance and waste. Ten KPIs track progress, with metrics on health and safety, quality, service levels, costs and people, and stretching targets for connected Overall Equipment Effectiveness (OEE) and waste. Collectively, the R-PS standards ensure employees have the knowledge and the tools to operate responsibly and efficiently whilst minimising our environmental footprint.

R-PS is now in its third year. Our focus in 2022 was on improving OEE and reducing waste in our sites. We have seen results of an up to 20% increase in efficiency at our focus sites and between 10% and 30% material waste reduction.

Customer service excellence

Coordinating how we collaborate with customers to ensure predictable access to our products is critical, particularly at times of supply and demand disruption. We have rebuilt our customer operating model to change how we communicate, enable strategic supply chain solutions and improve availability.

Our cross-business unit approach delivers agile, responsive and consistent customer service. This employs improved ways of working that integrate supply and sales via networked teams. We work in partnership with our customers across the supply chain, from manufacturing to customer service to sales, using mutually beneficial performance and growth metrics, focused on consumer needs.

Harmonising service and combining sales and supply is helping us build stronger customer relationships. It has also reduced our cost to serve. Further savings came from collaborating with retailers on order weights and increasing the number of no-touch orders. 80% of orders across our Health and Hygiene businesses are now fully automated providing seamless service.

STRATEGIC IMPERATIVES:
DRIVE SUPERIOR EXECUTION

FOCUS ON: EXECUTIONAL RESILIENCE

In the face of economic, political and public health shocks in recent years we have sharpened our executional resilience. We're meeting consumer needs in fluid times as an agile, responsive and competitive business.

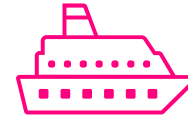


66 SAMI NAFFAKH
CHIEF SUPPLY OFFICER

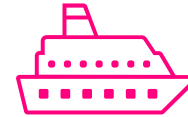
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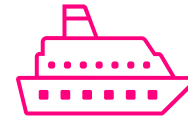
Supply Transformation with Growth, Margin and Capability Building foundation



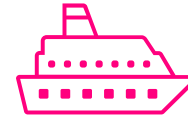
E2E Planning and Integrated Business Planning



Reckitt Production System (Manufacturing Excellence)



Logistics Excellence and Customer Services



Supply Digital Transformation

Governance

Business
Ownership

Capability
Building

Driving Transformation with Commercial Leaders

Shared Vision, Shared Ownership

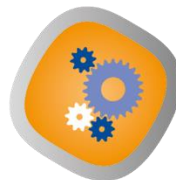


From “supply initiatives” to
enterprise
value creation

Executive Engagement Loops



Growth and Competitiveness Anchored at the Core of Transformation



Enterprise Value Dialogue

Transformation
Roadshow series



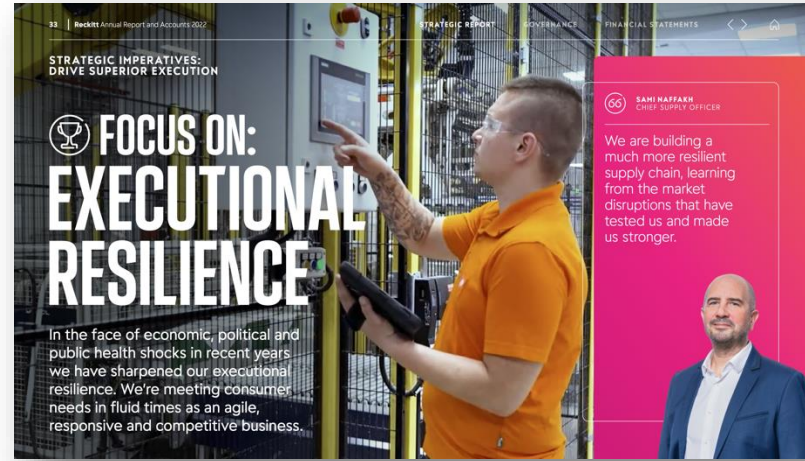
Capability Building Programs

Focus on long-term
capability, not one-off
projects



1 GM and Commercial Ownership

- GM ownership of IBP process
- KPIs integrated into GM dashboards
- Regional SVP & BU President reviews
- Global Governance with BU Presidents
- Local Governance



2 Modular vs. Tailor-Made Approach

- Global Playbooks
- Modular transformation framework
- Agile rollout model
- Local Champions
- Frequent Pace of Change workshops

3 Supply Academy & GMs Workshops

4 Onboarding for Critical Roles

5 Performance & Reward Integration

STRATEGIC IMPERATIVES:
INCREASE PRODUCTIVITY

FOCUS ON: OUR PRODUCTIVITY JOURNEY

We are doing more by cutting waste and building foundational capabilities.



66 JEFF CARR
CHIEF FINANCIAL OFFICER

Improving productivity is about changing the way we work to become more efficient and sustainable, and we have done just that, all the while delivering £2 billion in productivity.



STRATEGIC IMPERATIVES CONTINUED

Improving productivity isn't just about finding savings. It's about changing the way we work to become more efficient and sustainable. It's about smart spending, synergies, doing things together better, using and reusing our assets, and sharing rather than duplicating resources. In 2020, we launched the X-Seed Programme to drive our productivity strategy. This focuses on delivering additional value from business-critical projects to reinvest in growth, developing new capabilities that maintain the momentum for productivity improvement, and enhancing business resilience so we are better equipped to meet upcoming challenges. We initially targeted £1.3 billion in productivity gains by the end of 2022. We swiftly exceeded this and revised our target upwards to £2 billion by end-2023. By the end of 2022, we had already reached this higher figure.

The success of our productivity programme is mainly due to the energy and commitment of our people. Colleagues recognise that our responsibility for combating waste and reducing our own footprint is an integral part of pursuing our Purpose of working for a cleaner, healthier world.

The productivity programme has provided structural support for these efforts and given colleagues the right tools. Our learn and adopt approach promotes transparency and shares best practice. Everyone is encouraged to think strategically and sustainably about where we can unlock value.

X-Seed marked a step-change in our approach. We focused on areas where rethinking or refining our approach could deliver global transformation. The programme initially targeted five main areas: marketing, product costs, indirect procurement, manufacturing and supply chain optimisation. In manufacturing, for example, we developed

and implemented Reckitt Production System (R-PS), a solid set of common standards and manufacturing best practices. This reduced waste and boosted our operational excellence through continuous improvement actions and by reducing the time and cost spent on running our daily production cycles.

In our marketing productivity programme, we focus on all the major marketing spend categories and work closely with functional teams to introduce transformational initiatives to make our marketing investment work harder. Media mix modelling is just one example. We use this to make strategic decisions about which media channels specific brands should invest in for optimal return.

Delivering productivity improvements
There are three main strands to our productivity journey: foundation building, quick wins and major projects. In the initial, transformational, phase, over three-quarters of productivity gains came from globally led, foundational initiatives. Much of this work is now in place. We anticipate that local markets and business units will play a bigger role in driving future productivity gains.

The productivity team has developed valuation guidelines which use existing in-house systems to calculate and report productivity gains. Finance teams all over the world receive training in their implementation. This gives us simple, consistent productivity data and allows teams to focus on actions instead of data.

The foundation building strand aims to embed continuous improvement in our day-to-day thinking. To support this, we've been building a one-stop shop which integrates productivity tools and techniques. An estimated 20% of our gains this year stemmed from foundation building.

Quick wins accounted for around half of all productivity gains made this year. These are local- and business unit-led initiatives aligned with the Group's functional agenda. Savings are frequently realised with cross-functional and international collaboration. For instance, when we relaunched Finish tabs this year, our R&D, supply, quality, procurement and factory teams worked together to reduce production complexity. They realised multiple efficiencies; for instance, by harmonising artwork and optimising packing materials.

Bigger, transformational projects require more time and resources to implement but have the potential to deliver substantial longer-term gains. Around 30% of the year's productivity improvements have been achieved in this way. Developing an in-house content production ecosystem for marketing assets realised a total of £14 million in-year savings in 2022. The new approach improves our efficiency and effectiveness whilst preserving creativity and enables more impactful conversations with consumers.

Sustainable productivity growth and business resilience
The success of our productivity programme has enhanced our business resilience. We've been able to accelerate capital investment and reinvestment in the business. That has helped to keep our growth plans on track, despite the significant headwinds affecting all major economies over the past few years. Our increased efficiencies have released additional capital to support investments in R&D, enhanced digital capabilities, developing our centres of excellence and broadening the reach of the Dettol and Lysol brands.

66 ILYA SELIVANOV
SVP PRODUCTIVITY AND TRANSFORMATION

It is amazing what true partnership and collaborative spirit between procurement, R&D, quality and commercial teams can deliver. With 16,000 productivity initiatives across the organisation, everyone has played a part.

