

# GOOD PROGRESS IN 2018

Delivered +15% growth – the upper end of target

FY **+3% LFL** | Q4 **+4% LFL**

Strong margins and investment behind brands

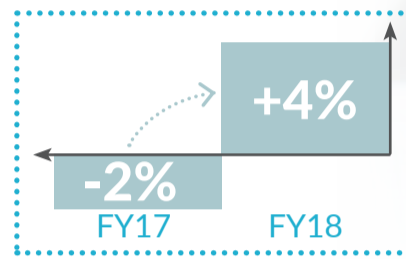
Operating margin **26.7%** | BEI **13.8%**

## RB 2.0 IS TRANSFORMATIONAL



**Unleashing outperformance in Hygiene Home**

FY **+4% LFL** | Q4 **+4% LFL**



**Step change in Health with MJN**

FY **+2% LFL** | Q4 **+4% LFL**

Accelerated MJN synergies

**£158m** delivered in 2018

Best in class in e-commerce\*

**9%** of total Health NR

Consumer Health market - more than OTC



**15TH**
  
 YEAR OF **FTSE4Good**
  
 Including 20 additional Breast Milk Substitute (BMS) criteria

Driving positive behaviour change for **3 million** people

**1 billion** people reached in 2018 on HIV protection and water & sanitation brand led campaigns

## MOMENTUM UNDER RB2.0 TO CONTINUE

**+3-4% LFL net revenue**

**Maintain operating margin\*\*\*\***

\*Peer group  
 \*\*Approximate market size  
 \*\*\*Estimated medium term category growth rates  
 \*\*\*\*Excludes the impact of adjusting items