Q3 RESULTS 2019

SLOW Q3 BUILDING FOR THE LONG TERM

Q3 net revenue
£3,285m

Group
+1.6% Q3 LFL*
+0.9% YTD LFL

Health
-0.3% Q3 LFL
-0.6% YTD LFL

Hygiene Home
+4.5% Q3 LFL
+3.3% YTD LFL

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

<table>
<thead>
<tr>
<th>Market</th>
<th>Q3 LFL</th>
<th>YTD LFL</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health</td>
<td>-6.8%</td>
<td></td>
</tr>
<tr>
<td>Hygiene Home</td>
<td>+1.5%</td>
<td></td>
</tr>
<tr>
<td>Europe/ANZ</td>
<td>-0.1%</td>
<td></td>
</tr>
<tr>
<td>Hygiene Home</td>
<td>+2.0%</td>
<td></td>
</tr>
<tr>
<td>DvM</td>
<td>+2.2%</td>
<td></td>
</tr>
<tr>
<td>Hygiene Home</td>
<td>+8.1%</td>
<td></td>
</tr>
</tbody>
</table>

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
- 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
- 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

** Decreased from +2-3%, reflecting the impact of the Q3 performance
*** Adjusted Operating Profit excludes the impact of exceptional and other adjusting items