At a Glance

A WORLD-CLASS HEALTH AND HYGIENE COMPANY

Reckitt is home to some of the world's best-loved consumer brands in their categories, which people trust to care for the ones they love. Our products are chosen by consumers millions of times each day to support their health and wellbeing. Everything we do, every decision we make, has that moment of choice at its heart.

As a company, our purpose is to protect, heal and nurture in the pursuit of a cleaner, healthier world. That's because we believe good health starts at home, in our communities and workplaces. We believe hygiene is the foundation of health and we deliver for consumers, whether they are preventing the spread of germs, treating a cold or protecting against sexually transmitted infections.

We combine deep consumer insights with world-class science to create superior products that address the everyday issues we all face when it comes to our families' health and hygiene. Whatever need we are meeting, we help to make lives easier, cleaner and healthier, both now and in the future.

Like-for-like net revenue growth[1]
+1.4%
2023: +3.5%

IFRS net revenue growth
-3.0%
2023: +1.1%

Net revenue from more sustainable products[1]
34.9%
2023: 29.6%

Adjusted operating margin[1]
24.5%
2023: 23.1%

IFRS operating margin[4]
17.1%
2023: 17.3%

Reduction in absolute Greenhouse Gas (GHG) emissions from operations[2]
69%
2023: 67%

Adjusted total EPS diluted[1]
349.0p
2023: 323.4p

IFRS total EPS diluted[4]
203.2p
2023: 228.7p

Social impact investments
£34mn
2023: £31mn

Full-year dividend
202.1p
2023: 192.5p

Cash returned to shareholders
£2.7bn
2023: £1.5bn

People positively impacted through our social impact programmes[3]
29mn
2023: 19mn

1 Adjusted and other non-GAAP measures, definitions and terms are defined on page 223
2 Since 2015
3 Cumulative since 2020
4 IFRS operating margin and EPS are impacted mainly by an intangible asset impairment charge and restructuring costs, see page 226 for more details

Our Powerbrands

POWERBRANDS WITH IMPACT

Reckitt is focused on a portfolio of market-leading Powerbrands that support health and wellbeing. These brands have a high level of consumer trust, premium positioning and competitive advantage.

That enduring competitive advantage is built through the powerful combination of Reckitt's unique consumer insight, science and entrepreneurial spirit. It helps drive attractive earnings models for our 11 Powerbrands, with high gross margins that in turn fuel ongoing reinvestment and innovation, such as the 2024 introduction of Mucinex Mighty Chews, the first over-the-counter medicated children's soft chewable tablet for cough relief (see page 11 for more information on how we build our Powerbrands).

With a pipeline of superior products that address people's everyday needs, we create, build and broaden our iconic brands, taking advantage of significant, long-term runways for growth, driven by population dynamics, economic opportunities and consumer trends. This also drives expansion in our four core categories: Self Care, Germ Protection, Household Care and Intimate Wellness.

In addition to our Powerbrands, which make up more than 80% of our core business, we have likely future Powerbrands including Move Free and Biofreeze, as well as local heroes including Lemsip, Jik and Veja. Together, this portfolio serves both the universal and unique health and hygiene needs of people around the world, while delivering sustainable growth and long-term value creation.

OUR PORTFOLIO OF POWERBRANDS

SELF CARE

Strepsils, Mucinex, Gaviscon and Nurofen are our over-the-counter (OTC) Powerbrands, trusted by consumers and healthcare professionals to treat a range of symptoms.

Read more on page 22

GERM PROTECTION

These Powerbrands, Lysol, Dettol and Harpic, protect against the spread of germs, enabling good hygiene, which we see as the foundation of health.

Read more on page 24

HOUSEHOLD CARE

Two Powerbrands, Finish and Vanish, are global leaders in their respective categories. Their growth is fuelled by opportunities for premiumisation and penetration.

Read more on page 26

INTIMATE WELLNESS

Durex and Veet are global leaders in their respective categories, condoms and depilatories, driven by innovation and premiumisation as we serve growing consumer interest and engagement.

Read more on page 28

Our Powerbrands continued

Mucinex

Strepsils

SELF CARE

GAVISCON

HOUSEHOLD CARE

Vanish Oxi Action

NUROFEN

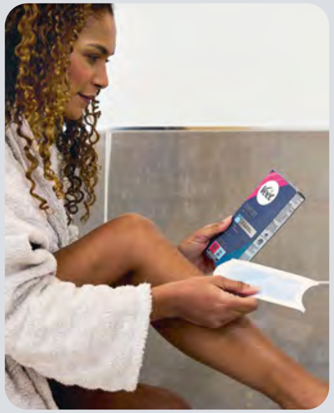
OUR CATEGORIES AND POWERBRANDS

finish

Lysol

GERM PROTECTION

HARPIC



INTIMATE WELLNESS

Veet

Dettol

durex

Chair's Statement

Sir Jeremy Darroch
Chair

SECURING OUR FUTURE SUCCESS

We are confident of Reckitt's strengths and potential to deliver growth and value creation.

2024 was an important year, in which we laid out a new direction for our business. We have revamped our strategy to streamline our portfolio, simplify our organisation and refresh our leadership team and Board.

We believe this will improve our performance and ensure Reckitt is a leader, fit for the future. We have much work to do but we are clear on the plan we have in place, confident of Reckitt's strengths and potential to deliver strong growth and value creation.

A world-class company in resilient categories

Reckitt is a company with an important near-200-year history, a global footprint and an enviable portfolio of well-loved and trusted brands that improve people's lives. Our Powerbrands are market leaders and play in resilient categories with long-term runways for growth due to favourable demographic and consumer trends. All of this makes for a strong and attractive foundation.

Alongside this, the Company has an entrepreneurial and inclusive culture, a talented and motivated workforce and a clear set of priorities that will serve Reckitt well as it evolves as a world-class consumer health and hygiene company.

Chair's Statement continued

Our objective, therefore, is to create one of the strongest growth and margin profiles of our peer group, overseen by new leadership with a structure that will bring greater focus, faster decision-making and improved execution. Becoming a simpler, more agile organisation will better enable us to navigate a more complex world, to both seize the opportunities and deal with the challenges arising from the likes of climate change, technology and macroeconomics.

Shareholder focus

Underpinning this is a drive to better deliver for our shareholders. We recognise that in 2024 our share price has underperformed, but I want you to know that we are doing all we can to demonstrate the enduring value of our business to the market and to turn this performance around.

In July 2024, our Chief Executive Officer Kris Licht presented the details of our new strategy and organisational change. Our teams spent the second half of 2024 laying the important foundations for the future, with the new structure taking effect from 1 January 2025. We are working to exit a group of strong homecare brands, now called Essential Home, which we are on track to do by the end of 2025.

Mead Johnson Nutrition is now considered non-core and we will consider all options to maximise its value for shareholders, taking the time required to achieve the right solution.

Shareholder returns are a foremost priority, and the Board is confident that our new strategy and structure will generate value for shareholders going forward. This confidence is reflected in the second £1 billion share buyback programme that we initiated in July 2024, following completion of a previous £1 billion programme launched in 2023. The first two tranches of the current programme, worth £500 million, are complete, with the third tranche, worth another £500 million, expected to complete by 30 June 2025. We expect the programme to continue in the coming years, consistent with our capital allocation principles.

2024 performance showing progress

The financial performance we have delivered shows progress and sets a strong base for future growth. Like-for-like net revenue rose 1.4%, in line with our guidance and adjusted operating profit rose at 3%[1].

Delivery of these results came at a time of uncertainty for many of our teams at Reckitt, but right across our business our colleagues have been working extremely hard and doing an excellent job of staying focused on performance.

Engaging with external stakeholders

One of the key responsibilities of the Board is to both constructively challenge and support the CEO and Executive Committee, overseeing execution of the Company strategy. We do this by providing critical internal and external perspectives, honed by our engagement with individuals and groups from across our stakeholder universe, from investors and consumers to non-governmental organisations and other members of civil society.

In 2024, Board members met with senior government representatives from the United Kingdom and attended valuable gatherings as part of the Global Leadership Foundation as well as New York Climate Week, where we engaged with policy makers and leaders from the worlds of academia, politics, technology and business about advancing solutions for health and hygiene across markets.

1 IFRS operating profit declined 4% and was impacted mainly by an intangible asset impairment charge and restructuring costs, see page 226 for more details

> **Our objective is to create one of the strongest growth and margin profiles of our peer group.**

As a Board, we value external perspectives, and in 2024 we created an action plan to build on the results of a large survey we conducted across a broad spectrum of respondents in our top markets, from business stakeholders to general consumers. The results showed that while there is more to be done to increase familiarity with Reckitt, people who were familiar with us had a high degree of trust in the Company. I know that our employees, executives and the Board are proud of that trust, and keep it front of mind in our decision-making.

Board changes

During 2024 we made good progress in strengthening the Board. I'm happy to note several recent Board changes. In 2024, we were joined by Marybeth Hays and Fiona Dawson, and of course I took over as Chair from Chris Sinclair. I want to thank Chris for his nine years of service to this great Board. We benefited greatly from his judgement and experience.

Following on from that, the Board was bolstered further with the appointments of Mahesh Madhavan and Stefan Oschmann, who both have many years of experience as CEOs of global businesses. I know their insight and experience, as well as that from other Board members, will serve our Group well, as we oversee this exciting chapter in Reckitt's history.

As we look to the future, I want to thank all our colleagues. I am always struck by the quality, enthusiasm, talents and commitment of the people in this business. They work tirelessly, often unseen, each and every day, in service of our consumers, our customers and all of us as stakeholders.

I also want to thank you, our shareholders, for your long-term perspective. Seeing this commitment from all of our stakeholders, even during such change, gives me much confidence in what we can achieve together in the future.

Sir Jeremy Darroch
Chair

Chief Executive Officer's Statement

Kris Licht
Chief Executive Officer

A YEAR OF STRATEGIC CLARITY AND DELIVERY

It was a year of delivery against our strategic plan, of top and bottom-line growth and substantial cash returns to shareholders.

2024 was a foundational year for Reckitt. It was a year of strategic clarity as we announced a sharpened focus on Powerbrands and a simpler, more effective operating model.

It was also a year in which we delivered against our strategic plan despite a volatile environment and challenges to our business. Against that backdrop, we have driven top and bottom-line growth and substantially increased cash returns to shareholders.

Powerbrands with impact

Reckitt owns great brands, which rank amongst the world's best loved in their categories. They offer superior, efficacious solutions that serve the health and hygiene needs of consumers globally. We have invested diligently over the past four years to ensure these brands receive the world class support from our R&D and Supply organisations they deserve.

LFL net revenue growth[1]	Adjusted earnings per share growth[1]	Cash returns to shareholders[1]
+1.4%	+7.9%	+75%

1 Adjusted and other non-GAAP measures, definitions and terms are defined on page 223

Chief Executive Officer's Statement continued

We bring our brands to life through premium products that extend and deepen their equities through science-based innovation. This supported the welcome return of volume growth across our brand portfolio as the year progressed and a growth algorithm better balanced between volume, price and mix.

Strong contributions from our innovation platforms in Hygiene enabled Lysol to drive volume-led growth through our Air and Laundry Sanitiser products, and Finish through our premium thermoformed dishwasher tablets, despite the return to a more competitive environment in developed markets.

In Health, the success of our new hyaluronic acid condoms helped secure another strong year for Durex in China. Alongside strong performances from Gaviscon and our Vitamins, Minerals and Supplements business, this helped offset softer demand for our seasonal OTC products following a cold and flu season that both ended weak in 2023 and started late in 2024.

Commitment to deliver shareholder returns

Despite this seasonality and the supply impact of the tornado that hit our Nutrition storage facility in July, we were successful in delivering LFL net revenue growth and adjusted operating profit growth in 2024, as well as a 75% increase in cash returns to shareholders.

Changes in the regulatory environment for infant formula and a more challenging marketplace for topical pain relief resulted in a £838 million goodwill impairment to these assets (see page 173). Nonetheless, at the Group level we achieved our ambition of growing adjusted operating profit ahead of net revenue. This enabled us to increase investment in our brands and grow earnings by 7.9%, resuming an important cadence in adjusted EPS growth that has been lacking in recent years. It also supported a record £2.7 billion in cash returned to shareholders through our dividend and continued share buyback programme.

Investing for growth

Returning cash has not been at the expense of investing for our long-term growth. In December, I was delighted to raise the Reckitt flag at our newest manufacturing facility in Wilson, North Carolina, which as the cornerstone manufacturing site for our US OTC business will enhance our agility in meeting seasonal demand in our largest market.

In January 2025, I was proud to be at the commissioning of our new R&D centre in Shanghai. This will provide us with a dedicated innovation platform for China to complement our state-of-the-art manufacturing facility in Taicang, which has already helped to deliver the double-digit growth we enjoyed in China in 2024.

These investments in our growth exemplify our commitment to enhancing the resilience of our supply footprint while deepening our R&D capabilities. They will help ensure we continue to innovate the very best products and strengthen execution in market with local capabilities that promote their future growth.

Harnessing our people and culture

In July, I was pleased to bring strategic clarity to our future by introducing a new Reckitt focused on 11 core Powerbrands. The change I set out draws on our value creation principles, which ensure that every brand we possess works hard for its place in our portfolio.

These Powerbrands are at the heart of our growth model. Supporting them now is a new organisational structure that will enable us to execute in our markets at a level of excellence we expect from the world class consumer health and hygiene company we are becoming.

We have moved at pace to reshape Reckitt and bring about this change. We entered 2025 as an area-led business positioned to maximise the value of our new Self Care, Germ Protection, Household Care and Intimate Wellness categories across three global Areas. Of these, Emerging Markets is now our largest and fastest growing, delivering 5.5% growth in 2024 led by China's double-digit performance.

> **"Uniting us now is a clear direction: a shared compass through which to navigate opportunity and harness the entrepreneurial energy of our people.**

This change has enabled us to eliminate duplication and accelerate decision making through the organisational delayering we have achieved. It also supports an ambitious target to reduce our fixed costs over the next three years under our Fuel for Growth programme while releasing these to increase brand investment and drive earnings growth in the meantime.

In announcing these changes, I was pleased to appoint some of our longest-serving and most accomplished global leaders to our new businesses, who now join our leadership team on our Group Executive Committee. With these appointments, I am confident we are bringing the skills and experiences of our very best to each.

A year of opportunity

Across emerging markets and developed economies, 2025 offers an abundance of opportunity for Reckitt. We possess a cohesive, world-class portfolio of Powerbrands and a proven playbook for how to grow and expand them. We enjoy scale across our value chain and our balanced global footprint. And we are undertaking a step-change in organisational effectiveness that will materially improve our ability to execute with excellence in market.

Uniting us now is a clear direction: a shared compass through which to navigate opportunity and harness the entrepreneurial energy of our people to deliver a brighter future and a cleaner, healthier world.

Kris Licht
Chief Executive Officer

People and Culture

UNLEASHING THE POTENTIAL OF OUR PEOPLE, PERFORMANCE AND PURPOSE

In 2024, Reckitt announced the strategic reshaping of our business to sharpen our portfolio and simplify our organisation for accelerated growth. To achieve this, we are reorganising into three businesses: core Reckitt, Essential Home and Mead Johnson Nutrition, reducing organisational layers to foster greater accountability and speed of decision making.

Within core Reckitt we have also adopted a geography-category organisation and leveraged our global functions to further enable our commercial organisation. This work has led to new appointments to Reckitt's Group Executive Committee (see page 64) as well as changes to our Category, Area and Centre of Excellence teams. The vast majority of these appointments have been internal promotions of leaders who have rich commercial, cross-market experience at Reckitt. This is a testimony of past leadership development initiatives.

As we position our portfolio for the future, it is our people who unite us. Our spirit, drive and determination are evident in every one of our markets, categories and functions. Our ambition is to be a world-class consumer health and hygiene company and our Leadership Behaviours: Own, Create, Deliver and Care are critical enablers to our success. We Do the Right Thing. Always.

PURPOSE, COMPASS AND LEADERSHIP BEHAVIOURS

Building on the foundation created to date, we have put in place plans to continue strengthening our culture. Our culture places people and purpose at the heart of our business. It recognises that how we work is as important as what we do. It is inclusive and values everyone's unique perspective, where everyone has potential to grow and we all hold accountability for making Reckitt a great place to work.

Nurturing talent

We believe everyone has the potential to grow and develop, including those within specialised roles, those making lateral moves, and those with potential for bigger impact.

> **We have a special culture, delivered through our people and brands. We do the right thing, always, and are passionate about delivering performance that is purpose driven, entrepreneurial, fast paced and action oriented.**
>
> **Ranjay Radhakrishnan**
> Chief Human Resources Officer

In November 2023, we brought together all of our learning programmes for professional growth onto a single platform that offers personalised learning and development options. The uptake of MyDevelopment Learning has shown strong momentum over the past year, with over 17,000 individual learners.

Supported by changes to the way we define and nurture talent, we will continue to provide tailored development and learning journeys for every colleague to grow, feeding our talent pipeline and building Reckitt's next generation of leaders.

Recognising and rewarding performance

Reckitt strives for sustained high performance in a globally competitive world. We have updated several elements of how we set and measure performance, supported by our established cycle of objective setting, performance reviews and assessment, and development conversations. These changes ensure that we not only further strengthen our performance culture, but also ensure that our colleagues remain purpose led and values driven. Our performance, talent and reward philosophy is aligned to 'who we are' and recognises both 'what' we do and 'how' we do it.

Central to our remuneration philosophy are the principles of pay for performance alongside shareholder and strategic alignment. Combined with our Compass and business model, these principles inform how decisions are made, how leaders lead and how we reward them.

People and Culture continued

INCLUSIVE LEADERSHIP

We continue to strive to embed inclusion into our DNA and believe that building an inclusive culture is everyone's responsibility. Enhancing our global Conscious Inclusion programme, in 2024 we launched our Inclusive Leadership programme, encouraging our most senior leaders to review their role and contribution to inclusion within their teams, and supporting them to complete a self assessment and action plan.

We plan to enhance this programme in 2025 as we continue our ongoing partnership with our Wellbeing partner, Hintsa, and introduce new methods to promote, review and action colleague feedback.

For the majority of colleagues, their performance will feed into our Annual Performance Plan (APP) alongside our collective performance against key performance metrics, tailored to individual markets.

Reckitt's most senior managers participate in our Long-Term Incentive Plan (LTIP). Participation has been expanded for 2025, extending a longer-term element of reward to balance in-year performance, enhancing our culture of ownership and supporting us in recruiting, retaining and developing the best global talent.

Read more in our Directors' Remuneration Report on page 96

Reflecting the countries and communities we serve

As a global organisation that reaches a diverse group of customers, consumers, suppliers and partners, conscious inclusion is at the heart of everything we do. We recognise that our people are a source of competitive advantage. The fact that every one of us is unique, with our own identity, background and experience gives us diversity of thought and enables creative solutions. Our ambition is for everyone to be welcomed, respected and heard. We want everyone to be able to fully contribute to our business and to thrive as we represent and reflect the countries and communities that we serve. We are proud to be recognised as a Global Living Wage employer (see page 49).

Our Global Inclusion Board, chaired by Reckitt's CEO, provides strategic leadership and governance for our inclusion agenda and how it is deployed for our people, within our brand identities and across our supply chain. The Board works with market-based Local Inclusion Boards and Global Employee Resource Groups (ERGs), to ensure our global direction is meaningful across all of our markets.

Our four Global ERGs lead the activation of our inclusion strategy, representing four groups of colleagues and allies: Women, Race & Ethnicity, LGBTQ+ and Disability. Each contributes to moments of celebration throughout the year, amplifying the voices of their members and building allyship throughout our employee population.

Creating employee dialogue

We paused our annual employee survey for 2024 in order to reassess our employee feedback strategy. Committing to greater transparency on the points that matter most to our people, in 2025 we are introducing new methods of listening to our colleagues throughout the year.

Anchored by an annual global survey, supported by shorter 'Pulse' surveys throughout the year and targeted requests for feedback at key moments, our new methodology will bring together feedback and sentiment from across multiple colleague check points to inform decisions and drive action planning.

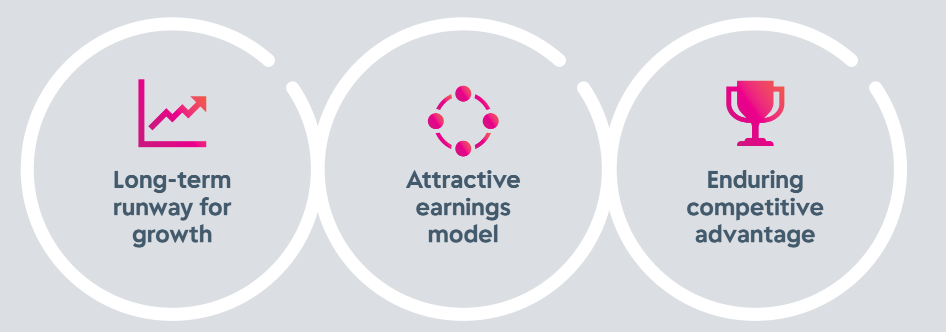
Commitment during change

Change is a continuous reality within our business as we adapt and grow. Throughout these changes we remain committed to our people, sharing our ambitions for the future and ensuring our culture reflects their enthusiasm, drive and professionalism.

MANAGING OUR PORTFOLIO FOR VALUE CREATION

Our business model is rooted in three fundamental principles that drive the value we create through our brands and the categories in which we play.

These principles define our brand portfolio by setting the expectations against which each must deliver, and guide our strategic choices as we manage our portfolio for value creation.



Our three principles for portfolio value creation
ensure every brand earns its place in our portfolio

HOW WE CREATE VALUE

Reckitt's business model harnesses our value creation principles to a proven playbook on how we grow and expand Powerbrands. Our sharpened portfolio and simpler organisation enable us to create value guided by strategic priorities that support sustainable, long-term growth.

Portfolio Value Creation
Read more page 10

Reckitt Playbook
Read more page 11

Strategic Priorities
Read more page 16

Simpler Organisation
Read more page 17

Stakeholder Value Creation
Read more page 21

Our three portfolio principles

Our first principle requires each brand to demonstrate a clear, long-term runway for growth.

This can be driven in several ways. First, through premiumisation by leveraging our innovation platforms to develop superior products that anticipate consumer needs as they evolve. Second, through category creation by innovating to establish entirely new categories or expanding existing brands into adjacent ones. Third, through household penetration by increasing our reach and driving adoption of our products in new households and across markets with low penetration rates.

The second principle requires each brand to possess an attractive earnings model. The primary metric we look at is the strength of its gross margin, which must be high and towards the upper end of its category. This approach supports continued reinvestment and innovation, which in turn fuel additional growth through premiumisation and category creation. It also ensures each brand can deliver profit contributions consistent with the Group's gross margin, which is amongst the highest in the industry.

Third, each brand must demonstrate an enduring competitive advantage. This is rooted in strong brand equity, built through decades of consumer loyalty and trust and extended through a superior, innovative product range that sets the brand apart in the marketplace.

These three principles provide the strategic lens through which we evaluate every brand in our portfolio. They inform our capital allocation choices and ensure we play in categories that offer the best long-term opportunities for growth and sustainable value creation.

July 2024 strategic update

These principles drove the strategic choices we announced in July 2024 to sharpen our portfolio focus on 11 Powerbrands in four consumer health and hygiene categories (see page 18 for details). Drawn from those with the strongest equity, these brands capture the essence of Reckitt's growth potential.

Together, they comprise a portfolio with the potential to deliver one of the most attractive growth and profitability profiles in the industry.

Alongside this core portfolio are two businesses, Essential Home and Mead Johnson Nutrition, which although strong and growing, do not fully align with these three principles. We have therefore embarked on a process to find market opportunities for each.

From 1 January 2025, these two non-core businesses operate and are managed independently alongside core Reckitt, replacing our Global Business Units as our operating segments in the Group's financial reporting.

We plan to exit Essential Home by the end of 2025 while exploring all options for Mead Johnson Nutrition, where we will take the time necessary to determine the path that maximises shareholder value for this market-leading business.

Value Creation Model continued

WE CREATE AND GROW POWERBRANDS

Reckitt's Playbook captures the way we create, build and expand our iconic brands.

Our Playbook brings together the capabilities that enable us to deliver sustainable, long-term growth across our brand portfolio. It has been honed over many decades of learning and enables us to create, build and expand our brands through the 'Science Inside' our innovation platforms. This drives the creation of superior products that anticipate consumer needs through premiumisation and the development of new categories. It extends to engaging with consumers in local markets and executing with excellence, which we continuously strive to enhance.

The Reckitt Playbook

CONSUMER OBSESSED

- Deep consumer insights
- Evolving category needs
- Understanding demand spaces

ICONIC BRANDS

- Creating and growing categories
- Global Powerbrands
- Local heroes

SUPERIOR INNOVATION

- The 'Science Inside' Reckitt
- Breakthrough propositions that delight consumers
- Innovation-led growth

EXECUTION EXCELLENCE

- Optimised supply organisation
- Global success model
- Excellence on shelf and on screen

Premiumisation | **Category creation** | **Household penetration**

CONSUMER OBSESSED

People are at the heart of everything we do. To truly understand their needs, we begin by developing deep insight into their lives. We immerse ourselves in their worlds, bringing everyday problems to life in our sensory and consumer science labs around the world to fully understand and test the local challenges they face. This ensures we solve people's problems by applying science in a way that adds value to their lives.

Using proprietary advanced analytics and machine learning, we uncover valuable insights that reveal hidden patterns in consumer behaviour and sentiment, which are often overlooked in traditional research methods. This enables us to assess why people choose specific products and to map their behaviour in demand spaces where they engage.

By combining deep behavioural understanding with our data-driven analysis, we can identify unmet needs, high-potential categories and methods to unlock demand in those spaces. This is how we keep consumers at the heart of our strategy and drive demand-centric growth through superior solutions across our portfolio of market-leading brands.

Value Creation Model continued

VANISH: SUSTAINABLE PRODUCT INNOVATION

When developing the new Vanish Oxi Action, our goal was to help consumers reduce their energy bills and carbon footprint while maintaining exceptional performance. Our research revealed that while consumers appreciated the convenience of shorter washes and the potential for energy savings, they were hesitant to switch to colder washes, which are the key element in reducing CO_2 emissions in the wash cycle. This reluctance stemmed from concerns about poor stain removal and lingering odours at lower temperatures.

To address this, we unlocked an exclusive new cold wash catalyst through our innovation capabilities. This catalyst allows the bleaching system to react faster, enabling effective stain removal even in colder washes, tackling tough stains and odours. We enriched our existing formula with this catalyst and used machine learning to rebalance the ingredients, optimising the formula to speed up stain removal in just 30 minutes.

To test the new formula's effectiveness, we pioneered a first-of-its-kind, two-phase Life Cycle Assessment. In the first phase, we evaluated the efficacy and environmental impact of our laundry booster in the wash cycle. In the second phase, we extended our evaluation to the impact on garment lifespan. Our results were striking: using our laundry booster on a 20°C shorter wash cycle can reduce CO_2 emissions by up to 30% compared to using detergent alone on a 40°C longer wash cycle, while still providing excellent stain removal. Additionally, our testing showed that washing with our laundry booster on a colder, milder cycle can double the lifetime of a garment, with better colour maintenance, thanks to lower mechanical and thermal stress. This has significant positive implications for reducing the environmental footprint considered in our Life Cycle Assessment.

Our new formula was successfully launched in the UK, our largest market for Vanish, in 2023 and has reached at least 350,000 new households since launch.

Link to strategy
- Portfolio value creation
- Product superiority

ICONIC BRANDS

Reckitt has been growing brands for almost two centuries. Today, the superior, efficacious products they represent provide health and hygiene solutions to people in almost every country.

Most of our Powerbrands are global leaders in their category. We leverage our global footprint to drive brand expansion through the breadth of our go-to-market networks and the scale of our manufacturing capabilities.

Our brands are the foundation of our value proposition and the medium through which we engage with consumers. Whether it's Dettol, launched in 1933 and synonymous with antiseptic liquid for consumers across the world, or Finish, a pioneer in auto dishwash since 1953, the brand equity we build represents a unique and powerful source of our competitive advantage.

Each of the Powerbrands in our core portfolio has earned its place by meeting our three principles of value creation. Collectively, they match the high expectations we set around long-term growth, earnings power and competitive advantage.

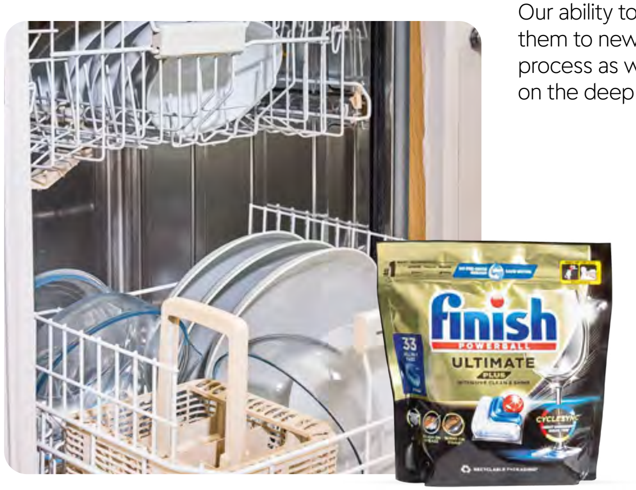
Alongside our Powerbrands are a number of local hero brands which enjoy strong levels of consumer loyalty in their local markets. They include Tempra, Lemsip, Jik and Veja, which meet our value creation criteria but do not possess the multi-geography reach of our Powerbrands.

Certain brands have the potential to grow into Powerbrands over time. These include Move Free, our joint health supplement, which has enjoyed strong levels of adoption in China and contributed to the double-digit growth we enjoyed there in 2024.

Together, our Powerbrands, future Powerbrands and local heroes comprise a cohesive and proven brand portfolio, to which we can apply our Playbook to build on the strong structural economics of the regional businesses that deliver them.

Our ongoing investment in brand equity is a vital component of our success and is enabled though the high gross margins our products enjoy. Investment broadens the shoulders of our brands and boosts their ability to create value.

Our ability to premiumise products and extend them to new categories lies at the heart of this process as we deliver superior solutions that draw on the deep science of our innovation platforms.



Finish Ultimate Plus All in 1 uses breakthrough CycleSync™ technology to release the right ingredient at the right time to deliver intensive clean and shine. 75% of Finish tablet net revenue comes from thermoformed tablets, which have contributed almost £500 million additional net revenue in 2024 versus 2019.

Value Creation Model continued

SUPERIOR INNOVATION

Innovation is a vital driver of our growth. Through our world class, science-backed innovation capabilities, we create value for our Powerbrands and delight consumers by premiumising solutions and introducing new categories.

The 'Science Inside' Reckitt

At the heart of our innovation capabilities is deep scientific expertise. Our innovation platforms fuel our growth and build brand market leadership by providing a pipeline of strong, trusted solutions for our brands. We leverage the strength of nine interconnected science and technology platforms to our products, each dedicated to discoveries that drive impactful solutions for high-potential categories we identify through our consumer insights. These capabilities channel the 'Science Inside' our products.

Our microbiome platform, which looks at six targeted areas including the built environment biome to understand the microbes in our surroundings, is a great example of how we apply our scientific rigour. This understanding helps us to innovate in categories such as laundry and demonstrates the clear connection between hygiene and good health.

Our approach focuses on developing fewer, bigger and better propositions from each of our science and technology platforms. We harness breakthrough science and enable it to travel across categories. This helps to maximise the value of new discoveries by applying it across multiple Powerbrands to address a multitude of unmet consumer needs.

We keep sustainability, regulatory compliance and consumer safety core to this end-to-end process, ensuring that 'safety-by-design' is at the heart of all product development stages while also aiming to reduce our environmental impact.

Our worldwide team of Regulatory and Safety Scientists work end to end across our product portfolio to ensure compliance with all product-related competent authority regulations as well as early detection, assessment and mitigation of emerging regulatory trends and concerns about ingredients, contaminants, degradants and impurities. Through proactive Product Stewardship processes, we strive not just to be compliant anytime and anywhere but to be ahead of regulations and societal concerns so that we can deliver maximum product resilience and competitive advantage.

Read more in Reckitt's 2024 Sustainability Report on product safety

Innovating for the consumer

The success of Lysol Air Sanitizer demonstrates how our platform discoveries lead to breakthrough propositions. Its launch in July 2023 sparked the creation of a whole new Germ Protection category with the first and only air sanitising spray approved by the EPA, which kills 99.9% of airborne viruses and bacteria. This groundbreaking innovation was recognised by the prestigious R&D100 Awards in 2024, winning an award in the Process/Prototyping category. This innovative solution has not only created a new category in air disinfection but has continued to drive strong penetration and growth for Lysol overall.

The 'Science Inside' Reckitt enables us to offer premium solutions in existing categories. These include the reformulation of Vanish Oxi Action using a new patented technology with sustainability in mind to offer uncompromised stain removal in a quick, 30-minute cold wash at just 20°C (see case study on page 12).

Packaging innovation is another area where we apply our platform science to reduce environmental impact. Our polymer science platform uses novel materials and technology to make packaging lighter and incorporate post-consumer recycled (PCR) polymers.

Durex Fetherlite Our Hyaluronic Acid (HA) condoms are one of the brand's fastest growing recent innovations. Bringing a new lubrication experience, HA is particularly popular with females. With rapid growth in 2024, Durex now leads the HA segment in China.

Recycled content in packaging has been introduced across multiple products including Vanish, Lysol, Harpic and Finish to reduce their environmental impact. The impact of these projects has contributed to an increase in net revenue from more sustainable products, which now accounts for over a third of total revenue (see more on page 45).

We actively conduct research studies through our science platforms to help us gain further insights into our categories and showcase our category leadership. We recently published a first-of-its-kind study on the vaginal microbiome in the open access journal Microorganisms, in partnership with two leading gynaecology experts. As an emerging area of health research, the study examined how personal lubricants affect the vaginal microbiome.

Our findings demonstrated that various Durex and KY lubricants do not negatively impact the healthy vaginal microbiome, addressing concerns based on previous laboratory test data. By increasing our insights into vaginal health, we are better equipped to deliver the best products and solutions for consumers to care for their intimate wellness.

Our innovation platforms fuel our growth and build brand market leadership by providing a pipeline of strong, trusted solutions for our brands. Our commitment to innovation and the depth of our platforms ensure that we remain at the forefront of solving problems for consumers by delivering products that also further our sustainability goals and ambitions.

Value Creation Model continued

EXECUTION EXCELLENCE

Execution in market is fundamental to our success. Through our new operating model, we are continuously improving the way we serve consumers through strong customer relationships and adapting our products and their delivery to meet specific local needs. Our global success model is based on the scale we enjoy in Emerging Markets, Europe and North America.

The extensive reach of our go-to-market networks, combined with the scale of our manufacturing capabilities, drive the growth of our Powerbrands and support strong gross margins through economies of scale and operational efficiencies.

We define success at local market level, tailoring our approach to the unique needs of every market, whether through our e-commerce strategy in China or by amending packaging sizes to better serve households in emerging markets.

We work continuously to enhance our in-market execution capabilities. This remains a key priority. When it comes to customer service excellence and better meeting consumer needs, there's no finish line; there's always room for improvement.

Optimised Supply organisation

Our supply chain is fundamental to serving our customers in market. It is the backbone of Reckitt, spanning manufacturing, procurement, logistics and customer service and comprises about half of our organisation.

During 2024, we took strategic measures to improve our service levels to customers and to ensure that our supply footprint possesses the agility to respond to changes in consumer demand.

We are continuing to make strategic investments to strengthen our local supply capabilities. In December 2024, we announced the acquisition of a manufacturing site in Wilson, North Carolina. Commissioned primarily to produce Mucinex tablets and liquids, Wilson will become Reckitt's largest OTC manufacturing facility in the US and is crucial in boosting our ability to meet seasonal demand in our largest single market (see case study on page 20).

We also made strides in enhancing our forecasting and planning through the deployment of our end-to-end integrated business planning system. Possessing embedded scenario planning, this system has already contributed to improving our forecasting accuracy, to reducing inventory levels and to increasing our service levels to customers.

We have expanded our digital logistics programme with the connection of our ocean freight operations to a Real Time Transport Visibility Platform. This has proven valuable for managing geopolitical disruptions that have impacted ocean transport. During 2024, we began the large-scale roll-out of our Manufacturing Operating System, which supports the further enhancement of our manufacturing excellence programme. This significantly enhances our visibility of potential improvements across all areas of our operations and acts as a means of implementation in some circumstances. We will continue the roll-out of this programme throughout 2025.

As part of our ongoing commitment to improvement, in January 2025 we launched a newly-designed Supply organisation to set us up for success and allow us to execute with greater excellence. Alongside this we are investing in a long-term sustainable supply chain that will be a key enabler of stronger value creation for our business. This new platform will support our laser focus on developing capabilities to standardise our ways of working and ensure we are delivering best-in-class service and superior product quality.

Value Creation Model continued

Our new Supply organisation establishes an effective partnership between our global capabilities and local execution by providing clear ownership and accountability. This combination of capability and executional excellence will ensure we can win for our customers and our consumers.

Harnessing digital capabilities

Throughout 2024, our IT & Digital organisation made significant progress in driving and embedding innovation to enable our global teams to better serve their markets. We continued to develop our AI capabilities with a specific focus on developing tools to enhance execution in supply, sales, marketing and R&D.

Building on our strong data and AI foundations, in 2024 we launched our ambitious GenAI transformation programme, which began in marketing and will expand further in 2025. In addition to harnessing the best technology available, we are developing our own tools and validating new ways to continue to drive brand-building at Reckitt. Our programme spans creativity, insights and the key tasks our marketers perform daily. As we deploy our initial suite of tools in more key markets in 2025, we are working to enhance both productivity and growth, achieving up to 60% faster concept development and 30% faster advertisement adaptation and localisation. We are scaling our approach in the UK and US, improving efficiency, effectiveness and our ability to better serve local markets as we integrate GenAI across our marketing tasks.

Our AI capabilities have been developed out of our Global Hubs, which focus on developing shared services across our business in order to improve execution across markets.

Separately, we have continued our commitment to expanding our shared services capabilities with the opening of a new Global Hub in Warsaw in August 2024 (see adjacent case study).

Lysol Air Sanitizer is a first-of-its-kind combined sanitiser and bacterial odour eliminator. Killing 99.9% of both airborne viruses and bacteria, it has generated over £50 million in net revenue since its launch in September 2023.

INVESTING IN OUR SHARED SERVICES

Our Global Hubs focus on developing solutions for our business across technology, data, AI and multi-functional shared services.

They enhance efficiency and innovation on a global scale and ensure operating capabilities that surpass industry benchmarks to increase the quality of service and reduce costs.

In August 2024, we opened a new Global Hub in Warsaw. Located in the VIBE building in Warsaw's Wola District, the office promotes creativity and adheres to high ESG standards to reduce energy consumption.

This facility reflects our future vision and commitment to expanding our shared services capabilities at Reckitt.

Strategic Priorities

PROGRESS TOWARDS OUR STRATEGIC PRIORITIES

Our strategic priorities guide our choices as we create value through a sharper portfolio and a simpler, more effective organisation.

Strategic priority	Progress in 2024	Future focus	Risks (see Risk Management on pages 53-55 for detail)
Portfolio value creation			
by applying three clear principles to drive choices that maximise value Page 10	• We are moving at pace to reshape Reckitt as a world-class consumer health and hygiene organisation • We are significantly sharpening our brand portfolio and moving to a simpler, more effective organisation to maximise long-term value for shareholders	• We will focus on a portfolio of market-leading Powerbrands, enabling us to allocate capital against brands that offer the best long-term opportunities for growth	• Business transformation • Product innovation • ESG transition • Macroeconomic uncertainty
Product superiority			
through delivering products that delight consumers and extend our growth opportunities Page 13	• Every Powerbrand has earned its place in our core portfolio by meeting our three principles of value creation. Each possesses a long-term runway for growth, an attractive earnings model and enduring competitive advantage	• Our focus remains on innovation to deepen the equity of our brands and drive growth through premiumisation, new category creation and greater household penetration of our products • We will continue to launch new products and invest in our innovation platforms to extend the growth runways of our Powerbrands	• Business transformation • Product innovation • Supply chain continuity and resilience • Product integrity • ESG transition • Macroeconomic uncertainty
Win in market			
by executing with excellence consistently Page 14	• We have equipped our organisation with better tools and capabilities to enable our teams to execute with excellence in market • We are boosting the agility of our US OTC supply capabilities through commissioning a new manufacturing facility in Wilson, North Carolina	• Our new supply organisation and investments in our supply chain will reinforce our business resilience and present opportunities to enhance our customer relationships • We will continue our focus on localising our production capabilities in market to better match local demand with supply	• Business transformation • Geopolitical instability • Product innovation • Technology resilience and information security • Supply chain continuity and resilience • Product integrity • Legal and compliance • ESG transition
Fixed cost optimisation			
by releasing costs through simplifying our organisation and securing productivity and efficiency benefits Page 34	• We expanded our cost efficiency initiatives in our new Fuel For Growth programme, which targets a reduction in our fixed costs to 19% of net revenue as we exit 2027, versus 21.8% in 2023	• We will continue to focus on securing the efficiency benefits of our simpler organisation • Advancing shared services adoption will help us reduce costs while we harness digital and AI capabilities to boost productivity	• Business transformation • Geopolitical instability • Technology resilience and information security • Supply chain continuity and resilience • ESG transition • Macroeconomic uncertainty

Simpler Organisation

A SIMPLER, MORE EFFECTIVE ORGANISATION

Our new unified category structure enables a step change in our organisational effectiveness, supporting stronger in-market execution through a leaner, more agile operating model.

A new unified category structure

In July 2024, we announced our plans to reshape Reckitt as a world-class consumer health and hygiene company through a significant sharpening of our brand portfolio and a move to a simpler, more effective organisation.

We adopted this new model on 1 January 2025, replacing our Global Business Units (GBUs) with a unified category structure operated through three geographic areas: Emerging Markets, Europe and North America. The new structure has fewer management layers and reduced duplication in order to accelerate the speed of our decision-making and improve efficiency.

Our new global category organisation delivers consumer insight, category expertise and innovation across our brand portfolios in Self Care, Germ Protection, Household Care and Intimate Wellness. Our three geographic areas focus on execution excellence for consumers and customers in market. Working together, we are equipped to deliver stronger in-market execution through harnessing core expertise in brand innovation to leaner global capabilities that are embedded in local markets.

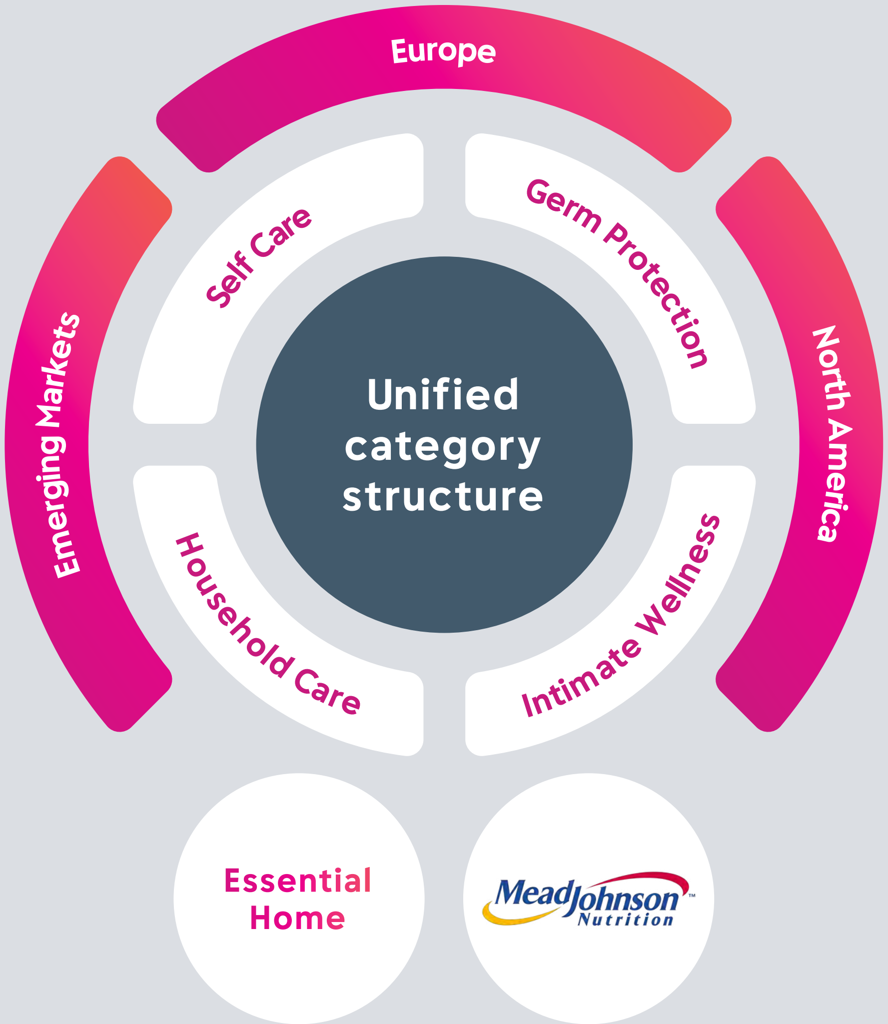
De-layering the organisation

A key element of our new structure is the simplification of our organisational layers. Reckitt previously operated with five: global, GBUs, area, region and market. By reducing these to three (global, area and market), we remove unnecessary complexity and duplicative functions that were an inadvertent consequence of our GBU model.

Fewer layers enable changes in our leadership model, moving from a high-cost, multi-layered leadership to fewer, larger leadership roles. Alongside a progressive adoption of cross-functional end-to-end shared services, our new structure expands the scope of our fixed cost reduction opportunities, which are captured in our Fuel for Growth programme (see page 34).

A more agile Reckitt

Our simpler organisation has been designed to bring about a step-change in our organisation's effectiveness by accelerating decision-making and channelling our entrepreneurial energy to the market opportunities we serve. In doing so, we can unlock the full potential of our Powerbrands by improving our ability to meet the needs of consumers and customers across our markets.



Our Core Business

CORE RECKITT

Reckitt is a truly special business, with a portfolio of market-leading, iconic Powerbrands that can deliver accelerated growth and enhanced value creation.

Our Powerbrands are loved by consumers and occupy market-leading positions in their categories. Each possesses enduring competitive advantage through the strength and depth of their equities and considerable global scale in their market reach.

Sharpening our portfolio has allowed us to simplify Reckitt by moving to a unified category organisation dedicated to the delivery of market-leading strategy, innovation and activation for our Powerbrands across the four categories (see adjacent table).

Our categories are unified by growth opportunities and financial attributes that lead in our industry. Each enjoys high gross margins, which underpin ongoing reinvestment in marketing and R&D, supporting deep innovation platforms that will enable us to grow our market presence through premiumisation and new category creation.

In core Reckitt, we have a scaled presence in the regions and markets where we believe it matters most. Our categories and brands share a highly consistent operating model, with optimised supply and go-to-market strategies that enable scale across a global health and hygiene marketplace we know best.

Reckitt's long history of winning with consumers in these categories provides us with deep-rooted expertise in the markets in which we play. In consolidating our organisation with a unified category structure, we are better able to move at speed and deliver the excellence in execution that will secure our future success.

1 Percentage net revenue contributions to core Reckitt based on FY 2024 financial results

SELF CARE

33%
of core Reckitt[1]

Self Care is led by our Powerbrands Mucinex, Strepsils, Gaviscon and Nurofen. Our over-the-counter (OTC) products are trusted by consumers and healthcare professionals to treat a range of symptoms. Their growth is fuelled by increased disposable income and heightened consumer interest in health, especially as populations age, as well as category penetration opportunities in emerging markets.

GERM PROTECTION

30%
of core Reckitt[1]

Germ Protection brings together Lysol, Dettol and Harpic. We view hygiene as the foundation of health which these brands enable by protecting against the spread of germs. Our Germ Protection brands enjoy penetration and category creation opportunities around the world as consumers seek protection against viruses and bacteria on surfaces, in their laundry and in the air.

HOUSEHOLD CARE

23%
of core Reckitt[1]

Household Care leads with Finish and Vanish. The growth of these two global leaders of their respective household categories, auto dishwash and laundry additives, is being driven by large penetration and premiumisation opportunities, with significant potential in large developing markets.

INTIMATE WELLNESS

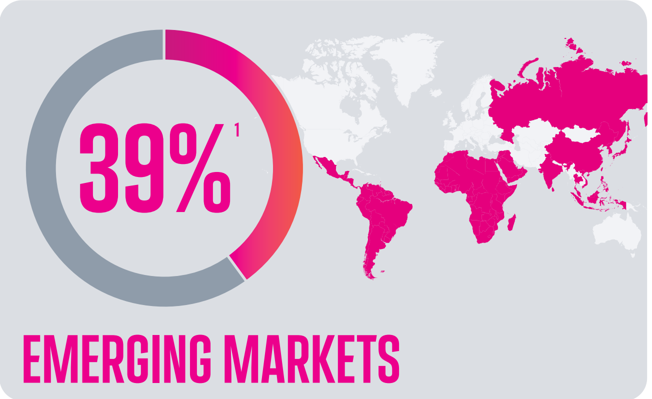
14%
of core Reckitt[1]

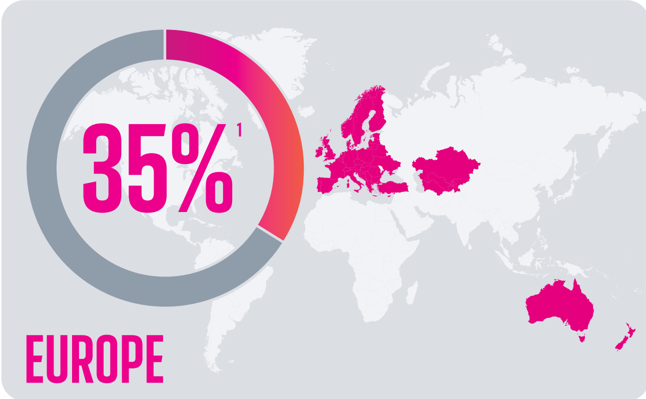
Intimate Wellness is home to Durex and Veet. Each is a global leader in its respective category, condoms and depilatories. Their growth is fuelled by increasing consumer interest, normalisation and engagement, which we are meeting with innovation and product premiumisation. We are confident about the growth opportunities in emerging markets such as India, Africa and Latin America, where changing social attitudes are helping to drive higher adoption rates.

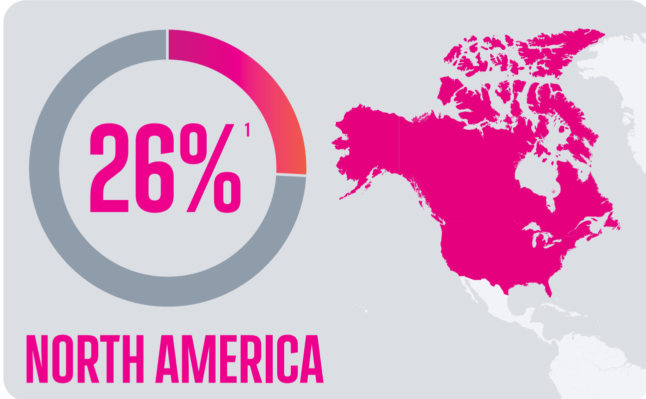
Market Execution

EXECUTING ACROSS OUR AREAS

1 Percentage net revenue contributions to core Reckitt based on FY 2024 financial results







Since 1840, Reckitt has grown brands into household names around the world, supported by an expanding global footprint. Today, we deliver these at scale across three geographic areas, each of which possess the infrastructure and capabilities to win in market.

Our new operating model provides us with global scale to execute across our three areas: Emerging Markets, Europe and North America. The operating model benefits from the significant presence we have established in Reckitt's key growth markets.

The geographic footprint of our Powerbrand portfolio tilts us further towards the faster-growing emerging markets such as India, China and Africa, where Reckitt already benefits from extensive scale in local supply capabilities.

In Europe, operational scale is growing with the unification of our go-to-market structures, which operated separately under the previous Global Business Unit structure.

In the US, we are investing in our local manufacturing capabilities to respond faster to future demand for seasonal OTC product while enhancing the technology that supports our distribution and supply capabilities.

The breadth of our go-to-market networks and our expanding local manufacturing capabilities underpin the growth of our Powerbrands, supporting strong gross margins through economies of scale and operational efficiencies.

Emerging Markets

Collectively, Emerging Markets represents the largest single area in Reckitt's Powerbrand portfolio and is led by the high-growth markets of China and India.

Reckitt is well placed to serve consumers in the world's most populated country, India, which accounts for 8% of core Reckitt net revenue. We sell through over one million outlets in India and have grown strongly over the past five years. Our manufacturing capability enables us to supply 95% of products locally at excellent service levels, helped by the recent doubling of our direct customer coverage.

There is significant growth potential for health and hygiene categories in India, where Dettol is a leading Powerbrand and enjoys status as one of the most trusted and iconic brands in the country. Dettol is also one of our most expandable brands, enabling us to navigate the consumer from entry-level bar soaps to Dettol's growing range of premium personal hygiene products.

China represents 10% of core Reckitt net revenue and became our largest emerging market in 2024 following a strong year of double-digit growth. Here, we lead with two Powerbrands: Durex, for which China is our largest market, and Dettol. We also have a growing VMS business, led by MoveFree, which enjoyed double-digit growth during the year. In Household Care, Finish has significant penetration potential in the auto dishwash category, given less than 3% of China's households currently have dishwashers.

We have developed strong go-to-market capabilities though e-commerce in China, including selling through livestream channels. These contributed to China's double-digit growth in 2024 and we are well positioned to meet local demand with a robust supply capability that produces around 80% of the products we sell locally.

We are expanding our presence in China to support our long-term growth ambitions. In 2022, we opened our largest manufacturing plant in Taicang, near Shanghai. This state-of-the-art, digitally native site produces local supply for Dettol with an annual production capacity of 100,000 tonnes. Building on the success of this facility, we are expanding production capacity to include Durex PU condoms starting in 2025. As well as meeting growing product demand, the expansion enables us to build greater resilience in our business continuity planning.

The Taicang facility will also benefit from our new Global R&D Centre for Innovation, which will be completed in 2026. Located in Shanghai's Caohejing Technical Park, the centre

Market Execution continued

FLEXIBLE ROUTES TO MARKET

We implement tailored go-to-market strategies for our Powerbrands to penetrate categories and establish market leadership in fast-growing emerging markets.

The global lavatory care market, for example, is projected to grow by 6% annually for the next five years, with the majority of growth in the developing world. To engage directly with consumers in countries including Nigeria and Kenya, Harpic employs in-market demonstrations and door-to-door sales teams to showcase product efficacy.

Since launching in 2020, the door-to-door programme in Kenya has more than doubled in size, with sales teams conducting live doorstep demonstrations to over 300,000 households annually, achieving high conversion rates and fostering repeat customers through automated data collection.

Harpic has also increased access to hygiene products in emerging markets by reducing pack sizes and offering sachets, lowering the cost of entry for consumers.

Making our products accessible in this way means that more people can access the high-quality products they need to help them care for themselves, their homes and their families. In Nigeria, a new sachet production line was inaugurated in May 2024 in Agbara, further supporting household penetration in the region.

Our Powerbrands also leverage digital go-to-market strategies to engage consumers.

In China, Veet uses TikTok to lead conversations around hair removal habits among digitally native younger consumers, driving a significant portion of revenue in this market.

By employing a diverse range of go-to-market strategies, our Powerbrands continuously strive to meet consumers in each market in ways that best suit their needs.

Link to strategy

Win in market

will leverage the city's position as a hub for technology and innovation, helping us to build strategic partnerships and drive product innovation. As the commercial centre of our China business, Shanghai's proximity to Taicang will strengthen collaboration between our Commercial, Supply and R&D teams. By innovating in China as part of our 'China-for-China' strategy, we will be better equipped to deliver innovations that resonate locally while also scaling these solutions globally.

Europe

Europe is a complex and vibrant region with an abundance of opportunity and is the original home of many of our Powerbrands. Durex, Nurofen and Gaviscon enjoy category-leading positions in many markets across the region.

Italy is a great example of how we go to market in Europe, having delivered strong, consistent growth over the last three years, with a net revenue CAGR of over 6%. This is supported by a robust local supply footprint, with around 94% of products produced within the EU. Several of our Powerbrands are market leaders in Italy, including Finish, Gaviscon, Durex and Strepsils. Reinforcing its market position, Durex has

INVESTING IN LOCAL MANUFACTURING

We are making strategic investments to significantly expand production capacity and fully support the growing demand for our Powerbrands within local markets.

In December 2024, we announced a £155 million acquisition of a pharmaceutical site in Wilson, North Carolina, which will become a state-of-the-art manufacturing facility, primarily for Mucinex production. This will enhance our agility in meeting seasonal demand for OTC products in our largest market once it becomes fully operational in 2027.

The 310,000 square-foot site will not only support Mucinex but also has the capacity to manufacture other products in the future such as Move Free and Biofreeze, supporting our long-term growth ambitions in these categories.

Elsewhere, following the rapid growth of our OTC Powerbrand Gaviscon we have made continuous investments in sourcing and raw material production sites across key markets throughout 2024.

This expansion has resulted in a doubling of Gaviscon's production capacity across all key product formats and ranges and ensures that we can meet the increasing demand for Gaviscon products.

These investments in Mucinex and Gaviscon highlight our commitment to strengthening local manufacturing capabilities, improving customer service and enhancing the resilience of our supply chain.

Link to strategy

Win in market

Market Execution continued

become the first-ever official partner of the Italian government in sex education for high school students.

Over the last four years, we've seen a significant shift upwards in our market position in the OTC segment in Italy, moving up to a number five position from number nine, with participation in three of the top five OTC categories.

North America

North America includes our largest market, the US, which comprises 24% of core Reckitt net revenue. Market-leading Powerbrands in this market include Lysol, Finish and Mucinex.

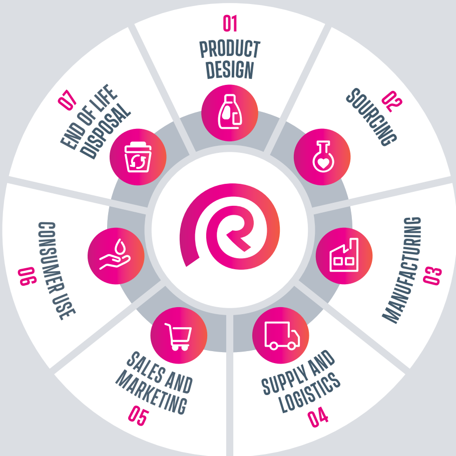
Around 60% of our products sold in the US by value are produced locally through our local supply network of manufacturing plants. We are investing to increase this percentage significantly with the commissioning of a new manufacturing site in Wilson, North Carolina, which will boost our agility to respond to future growth in the US seasonal OTC market (see case study on page 20).

We have continued to invest elsewhere in our US Supply organisation to match growth in demand. During 2024, we saw this increase for Lysol products, including through the club retail channel, which is a market penetration opportunity attracting consumers who opt for larger product packs. In July 2024, we launched a high-speed canister wipes packaging line in St. Peter's, Missouri, to support the strong demand for our wipes multi-packs in this channel. This line has the capability to produce up to three variants in multi-pack bundles, reducing complexity and increasing automation.

We have also strengthened our go-to-market network capabilities through a focus on improving our customer service. This has increased Reckitt's relative share of distribution in recent years. In the Kantar 2024 Advantage survey, we demonstrated strong online execution and presence when ranked against our peers.

VALUE CHAIN

We continue to use our scale and reach to influence positive change and impact across our value chain, which in turn underpins the value we are able to create for stakeholders.



01 PRODUCT DESIGN

We develop superior, science-based solutions and we use our Sustainable Innovation Calculator to design products that contribute to our sustainability targets.

Read more on page 45

02 SOURCING

We source product packaging and raw materials from around 3,800 suppliers across 59 countries. Around 31,000 suppliers provide services that support our business.

03 MANUFACTURING

We have 48 production facilities, supported by 282 third-party manufacturing sites (co-packers).

04 SUPPLY AND LOGISTICS

Our global distribution network consists of 144 distribution/ embellishment centres across 54 countries.

05 SALES AND MARKETING

Globally, our major trading channels span millions of retailers, from online retailers to brick and mortar stores, and leverage a network of distributors to reach consumers, especially in Emerging Markets.

06 CONSUMER USE

Our products are used in households millions of times each day. On this scale, even small changes in consumer behaviour can have a big impact.

07 END OF LIFE DISPOSAL

We aim to design for a circular economy to help reduce plastic and packaging waste.

Read more in Reckitt's 2024 Sustainability report

Read more about our stakeholders on page 74

STAKEHOLDER VALUE CREATION

Our Consumers

2.3bn

People engaged through our purpose-led partnerships since 2020
2023: 1.9bn since 2020

Our People

c.17,800

Learning Library unique users
2023: c.9,500

Our Investors

£2.7bn

cash returned to shareholders
2023: £1.5bn

Governments

£700mn

tax paid
2023: £922mn

Our Customers

46%

of our markets ranked in the Top Tier of the Advantage Survey for e-commerce
2023: 41%

Our Suppliers

£269k

average spend with our suppliers
2023: £240k

Communities

£34mn

in social impact investments
2023: £31mn

Self Care

SUPPORTING HEALTH THROUGH SELF CARE

Our Self Care brands are category leaders in over-the-counter (OTC) healthcare. They offer effective, medicated solutions for common health concerns including pain, congestion, indigestion and sore throat, providing easy access to relief without the need for a prescription.

Within our Self Care portfolio, two Powerbrands directly support consumers in managing the symptoms of cold and flu: Mucinex, the number two formulation in upper respiratory, and Strepsils, the global market leader in medicated sore throat.

Our two non-seasonal OTC Powerbrands are Gaviscon, the number one in heartburn and indigestion worldwide, and Nurofen, the market-leading analgesic brand in Europe, Australia and New Zealand.

#2

Mucinex: global upper respiratory

#1

Gaviscon: global upper gastrointestinal

#1

Strepsils: global medicated sore throat

#1

Nurofen: Global analgesics

Claims based on information aggregated in part from data supplied by Nielsen through its Retail Measurement Services and in part from data inputs from other suppliers, in each case, for the relevant category, geographic focus and based on FY24 (based on branded players only)

Self Care continued

The long-term runway for growth in this category is underpinned by an increasing number of consumers actively seeking OTC solutions. This includes the health needs of an ageing global population and health-conscious individuals seeking to treat minor ailments without medical consultation, reducing the burden on healthcare providers. At the same time, greater access to information and online resources is empowering consumers to choose the most effective self care solutions.

We communicate with consumers through educational campaigns, partnerships with health organisations, digital engagement and point of sale displays. Nurofen, for example, continues to drive awareness and growth in the pain category, including with its ongoing 'See My Pain' campaign (see adjacent case study).

We aim to drive above-category growth by combining our strong brand equity with innovative science. Mucinex entered a new space in 2024 with the launch of its Sinus Saline 2-in-1 Nasal Spray, the first ever drug-free saline product with a nozzle that switches between spray settings for everyday allergens and tough nasal congestion.

Our innovation capabilities are driving the development of new product formats, with the successful launch in September 2024 of Mucinex Mighty Chews, the first over-the-counter medicated children's soft chewable tablet for cough relief.

Our digestive health portfolio, led by Gaviscon, has expanded into the lower gastrointestinal (GI) category with three specialised ranges: constipation, diarrhoea, and wind and bloating, leveraging a unique science platform designed to address the causes of these symptoms and prevent their recurrence. This extension into the lower GI category builds significant scale across the combined upper and lower GI category.

The market penetration opportunity in Self Care adds significant headroom for long-term growth in the category. We see particular potential in emerging markets, where Self Care is still nascent, for scaling brands such as Gaviscon and tilting our portfolio further towards non-seasonality.

Nurofen continued to drive market penetration in 2024 with the international roll-out of several new formulations, particularly Nurofen Liquid Capsules in Italy, and in Mexico under the Temprafen brand. We saw a promising early response to the launch of Nurofen sustained release with 12-hour pain relief in Romania. Meanwhile, launching smaller packs of Nuromol has proven a successful strategy to gain penetration in households in South America.

The Self Care category offers attractive returns given the innovative and efficacious solutions we provide. This enables continued high levels of investment in brand building and innovation. Our enduring source of competitive advantage stems from brand equity built on the deep trust our consumers have in our effective solutions, supported by over 70 years of research and innovation.

With continued innovation, category expansion and the market penetration opportunity in emerging markets, we believe Reckitt's Self Care brands are well positioned to deliver attractive growth in the years ahead.

LEVERAGING OUR SCIENCE ACROSS COLD & FLU RELIEF

Strepsils and Mucinex are leaders in cold and flu care, each with a distinctive focus. Strepsils is the global leader in medicated sore throat remedies, while Mucinex is the leading doctor-recommended cold and flu medication in the US. In recent years, both Powerbrands have broadened their shoulders by entering adjacent categories.

This expansion is powered by their shared science platforms, developing innovative ranges that cater to changing consumer needs and offering multiple functional benefits.

Mucinex entered the $1 billion US sore throat category in 2021 with the launch of Instasoothe, which combines its trusted brand with science from the Strepsils sore throat platform. Clinically proven to numb pain quickly with a three-in-one formula, Instasoothe is the only lozenge in the US to contain hexylresociol, an oral pain reliever. Market penetration in the US continued in 2024 as the range continues to deliver double-digit year-on-year growth.

Strepsils has followed the reverse path to Mucinex, expanding the brand's global footprint from sore throat into the cough category. In 2022, Strepsils launched Dry Cough Lozenges in Australia, offering triple relief for cough, sore throat and blocked nose, which quickly became a market leader. Building on this success, Strepsils launched Herbal Chesty Cough+ Lozenges in Australia in 2024. With a successful launch ahead of forecasts, Strepsils cough expansion programme will now roll out across additional markets during 2025 through lozenges and syrups.

Link to strategy

Portfolio value creation

PAIN AWARENESS

Nurofen continues to raise awareness around pain, partnering with universities and key opinion leaders. Our ongoing 'See My Pain' campaign seeks to address how women's pain is often dismissed compared to men's. In October 2024, we released our third Gender Pain Gap Index Report, revealing that women's pain is dismissed from as young as 10 years old. This is an ongoing collaboration with Oxford University researchers and was referenced in a UK Parliamentary Committee report on women's reproductive health.

We published a new study in BMJ Open in 2024, in collaboration with Imperial College London, examining the perceptions of UK medical students regarding gender pain bias based on their clinical observations. The study discusses ways to prevent such bias in medical training. We also ran a Pain in Children advisory board focused on ensuring better recognition and treatment of children's pain.

Additionally, we launched a UK campaign for Nuromol, a combined paracetamol and ibuprofen pain reliever, successfully positioning it as a solution for strong pain sufferers, which has unlocked growth in this market.

Germ Protection

TRUSTED BRANDS FOR GERM PROTECTION

For over a century, families have relied on our Germ Protection brands, which people trust to protect the ones they love.

Our three Powerbrands in Germ Protection are category leaders, trusted by consumers: Lysol, the number one global disinfectant with its strong consumer base in the US; Dettol, the number one in global antiseptic personal care; and Harpic, the leading global lavatory care brand.

Lysol, Dettol and Harpic share a common recognition of hygiene as the foundation of health, providing solutions that enable consumers to achieve the highest hygiene standards at home.

Our innovation platforms drive the creation of new categories within Germ Protection, providing opportunities for long-term growth.

Lysol is a proven pioneer in category creation and has pushed boundaries to expand beyond surface disinfection to tackle harmful germs in laundry and in the air (see case study). Lysol Laundry Sanitizer has reached 11% of US households since its successful launch in 2016, transforming the way families tackle germs in their laundry, and Lysol Air Sanitizer has been adopted by three million US households since its launch in 2023.

#1

Lysol: global disinfection

#1

Harpic: global lavatory care

#1

Dettol: global antiseptic personal care

Claims based on information aggregated in part from data supplied by Nielsen through its Retail Measurement Services and in part from data inputs from other suppliers, in each case, for the relevant category, geographic focus and based on FY24 (based on branded players only)

Germ Protection continued

There is significant potential for market penetration in these new categories. The US club channel, consisting of large-scale retail chains offering a wide range of products at attractive prices and in bulk quantities, has been a significant growth driver for Lysol during 2024. Products such as the large pack of Lysol Laundry Sanitizer and Lysol Disinfecting Wipes multi-packs are selling well in this channel and Lysol Air Sanitizer was rolled out across the club retailers in January 2025.

Demographic changes are driving increasing hygiene awareness globally and are significant tailwinds for market penetration in the Germ Protection category. They include the risk of pandemics, climate change, urbanisation and the growing middle class in emerging markets.

Dettol and Harpic's geographic exposures are beneficially weighted towards emerging markets, which are seeing increasing disposable income spent on hygiene and personal care categories. Dettol has leveraged its trusted brand status by extending in recent years beyond the liquid antiseptic category into new categories including personal care, laundry and surface disinfection. Following successful launches in these categories, the opportunity for market penetration remains significant.

Dettol is unlocking new hygiene occasions for consumers both in emerging markets, where Dettol Disinfectant Spray is showing strong growth in China, and in established markets such as the UK, where our new advertising campaign, launched in Summer 2024, is encouraging consumers to re-think their approach to germ protection by boosting perceptions of its everyday relevance to their lives. This has driven growth, particularly in wipes, with a notable increase in the percentage of UK consumers who believe that Dettol should be part of their everyday cleaning routines.

Each Powerbrand shares a common source of enduring competitive advantage in deep brand equity, earning consumer trust and loyalty through decades of innovation and demonstrated efficacy. This is a strong foundation for attractive returns in the Germ Protection category, together with an ability to price premium products through offering superior solutions and creating new categories.

CREATING NEW CATEGORIES IN GERM PROTECTION

Lysol and Dettol have created significant value over the past five years by leveraging our scientific capabilities to develop and penetrate new categories.

Lysol founded a new category beyond its surface disinfection and Laundry Sanitizer ranges with the launch of its breakthrough Lysol Air Sanitizer in July 2023. This is the first and only air sanitising spray approved by the EPA to effectively kill both viruses and bacteria in the air, reducing the spread of airborne, illness-causing pathogens such as cold, flu and coronavirus.

The science behind this formula is based on active molecules which attach themselves to and breakdown airborne microorganisms, killing germs and odours. The product is steadily increasing its market penetration, reaching a record-high of 8.4% market share in air instant action sales in September 2024.

Dettol has successfully broadened the shoulders of its strong brand using innovation to enter new categories in new markets in laundry and personal care. In 2022, we launched Dettol Washing Machine Cleaner and Dettol Laundry Pods in China, accelerating Dettol's penetration in laundry alongside the Dettol Laundry Sanitiser. The five-in-one washing machine cleaner, developed through our microbiome science platform, kills 99.9% of bacteria, while removing limescale from deep in the machine. The four-in-one Tru-Protect Laundry Solution laundry pods, powered by our polymer science platform, provide both cleaning and germ-kill in one formula. These launches proved successful, with the Washing Machine Cleaner currently holding a number one market position and 34% market share in China and the Laundry Pods a number one market position in Hong Kong.

Dettol's strong innovation pipeline continues in 2025 with the launch of a range of personal care and disinfectant products offering 12-hour protection against harmful germs, enabled by innovation derived from medical science.

The creation of new product categories, supported by a strong pipeline of innovation, opens up significant market penetration opportunities for Lysol and Dettol in key growth markets including the US, China and India.

Link to strategy

Portfolio value creation

Household Care

PREMIUM SOLUTIONS FOR HOUSEHOLD CARE

Finish and Vanish offer premium solutions that are trusted by millions of households to tackle everyday cleaning challenges.

As the world's number one automatic dishwashing brand, Finish provides a complete range of products, from dishwasher tablets to rinse and shine aids and dishwasher cleaners. Vanish, the number one global fabric treatment brand, offers powerful stain removers, laundry boosters and carpet cleaners, helping clothes and carpets last longer.

In recent years, both Powerbrands have focused on enhancing their core ranges with premium features to address evolving consumer needs.

The auto dishwash portfolio has transitioned to superior performance thermoformed tablets using innovation capabilities from our polymer science platform (see adjacent case study). Today, thermoformed products account for 75% of tablet net revenue.

#1
Finish: global automatic dishwash

#1
Vanish: global fabric treatment

Claims based on information aggregated in part from data supplied by Nielsen through its Retail Measurement Services and in part from data inputs from other suppliers, in each case, for the relevant category, geographic focus and based on FY24 (based on branded players only)

Household Care continued

In 2023, we took premiumisation further with the successful launch of Finish Ultimate Plus, featuring our best-performing dish detergent technology, which enables consumers to save water on each load through eliminating the need for pre-rinsing.

Vanish launched a new formulation for Oxi Action Stain Remover in 2023 to meet consumer demand for high performance in a shorter, more economical wash. The new formula promises stain removal and colour protection, even at 20 degrees on a 30-minute wash. This was successfully launched in the UK (see case study on page 12).

With strong initial consumer adoption of these premium products, there is a compelling opportunity for growth with a runway for deeper market penetration.

Finish's footprint is currently concentrated in markets such as Europe and the US and there is a significant opportunity in large, developing markets where dishwasher ownership is growing from a low base. The growing percentage of households that currently own a dishwasher globally is about 13%, and is less than 3% in China and India. Vanish also has a large penetration opportunity, with less than one in five people using a stain removal product.

The Household Care category offers attractive returns given the premium nature of our products, which are embedded with patented technology, providing significant headroom for continued investment.

The trust earned from consumers, stemming from 50 years of category development and innovation at Finish and 30 years at Vanish, is a significant contributor to the brand equity of these category-leading products and provides a solid foundation for their future growth.

THE SCIENCE INSIDE FINISH

Finish made the strategic decision to pivot from traditional hard-pressed dishwashing tablets to thermoformed tablets in 2019. This change was enabled by our investment in polymer science, which has equipped us to innovate new polyurethane-based tablet formats preferred by consumers and to premiumise Finish's market presence through new product launches.

Thermoformed tablets have enjoyed a positive consumer response. In 2024, there were around 580 million more Finish thermoform washes worldwide versus 2023 and thermoform tablets now account for three-quarters of our tablet net revenue.

Within the thermoform category, we offer several tiers of tablets, with the top end represented by our newest launch, Finish Ultimate Plus. With three times the cleaning strength, it is our best-performing auto dishwash detergent yet.

Powered by patented CycleSync technology, it releases ingredients separately during the wash for maximum effectiveness. It also enables the consumer to skip the pre-rinse cycle and save up to 40 litres per load.

Since the launch of Finish Ultimate Plus in 2023, sales now represent more than a quarter of thermoformed tablets sold in our launch markets, including Germany, the UK and Australia.

We will continue to invest in the premiumisation of our thermoform products to meet the number one consumer need in auto dishwash: a deep clean, whatever the conditions.

Link to strategy

Product superiority

Intimate Wellness

EMPOWERING CHOICES IN INTIMATE WELLNESS

Durex and Veet are empowering consumers by offering innovative, premium personal care solutions that promote choice and wellbeing.

As the number one brand in global sexual wellbeing, Durex leads the industry, innovating with products designed to enhance the sexual experience and improve intimate wellness.

Veet, the leading depilatory brand worldwide, provides superior hair-removal solutions tailored to suit different skin types, styles and moods and is trusted in over 80 countries.

Intimate Wellness is an attractive, high-growth category fuelled by growing consumer interest, involvement and normalisation. Our Powerbrands are at the forefront, shaping online conversations and engaging with people directly.

In China, Veet has successfully engaged with younger, tech-savvy consumers through TikTok discussions around hair removal. This platform now drives significant revenues in China, demonstrating the importance of digital engagement.

#1
Durex: global sexual wellbeing

#1
Veet: global depilatory

Claims based on information aggregated in part from data supplied by Nielsen through its Retail Measurement Services and in part from data inputs from other suppliers, in each case, for the relevant category, geographic focus and based on FY24 (based on branded players only)

Intimate Wellness continued

These Powerbrands drive significant growth by premiumising products to give consumers more choices to meet their needs and preferences. Our consumer insights are leveraged with science developed through our innovation platforms.

A standout example of this is the launch of Durex Fetherlite HA condoms in China in 2022. Recognising lubrication as a key consumer need in this category and the well-known moisturising benefits of hyaluronic acid (HA) in skincare, Durex developed a condom with a water-based lubricant containing hyaluronic acid. This successful launch has proven popular with women, who make up over a third of buyers, higher than the rate for other condoms. This product has strengthened Durex's category leadership in China.

Veet is also evolving to match consumer needs, with Veet Men posting double-digit growth and capturing over 80% of the global market for men's depilatories. Meanwhile, our Veet Women's Bikini products, the first dedicated range in this new segment, also continue their success since launch.

The Intimate Wellness category offers additional growth through significant market penetration opportunities. While Durex is the number one condom brand worldwide, based on our estimates we believe Durex products currently reach less than 1% of global sex occasions. The brand has experienced notable success in China and there are additional opportunities for rapid growth in large, emerging markets such as India, Africa and Latin America. It also enjoys further expansion opportunities in our adjacent categories such as personal lubricants.

Intimate Wellness solutions enjoy an attractive earnings model with strong gross margins that enable ongoing investment in superior materials and new production techniques. Our premium solutions also enhance the brand equity and consumer loyalty that both Veet and Durex have built over 90 years of innovation and leadership in the category.

With continued premiumisation of products and deeper market penetration in emerging economies, our Intimate Wellness portfolio is well positioned to deliver attractive growth and returns in the years ahead.

STRETCHING MATERIAL SCIENCE IN DUREX

Since becoming Europe's first manufacturer of latex condoms in 1932, Durex has evolved to meet consumer needs through key moments of innovation.

As the global condom market leader, with particular strength in Asia and Europe, Durex continues to reinforce its position with breakthrough innovations and a commitment to delivering premium products.

In 2020, Durex launched 001 in China, a next-generation polyurethane condom which is the thinnest in the Durex family, designed to provide a more natural feeling. This was followed by the 003, offering even greater softness and comfort. This innovation stemmed from deep research within our Polymer Science platform.

In 2022, Durex made another high-impact launch with Durex Fetherlite HA, a thin latex condom featuring a water-based lubricant infused with hyaluronic acid for a unique sensation. Developed in under a year, this product gained a leading share of the HA condom segment within its first 12 months.

Building on this success, we are launching a hyaluronic acid range with three products across Basic, Fetherlite and Air, to secure our leadership in this segment.

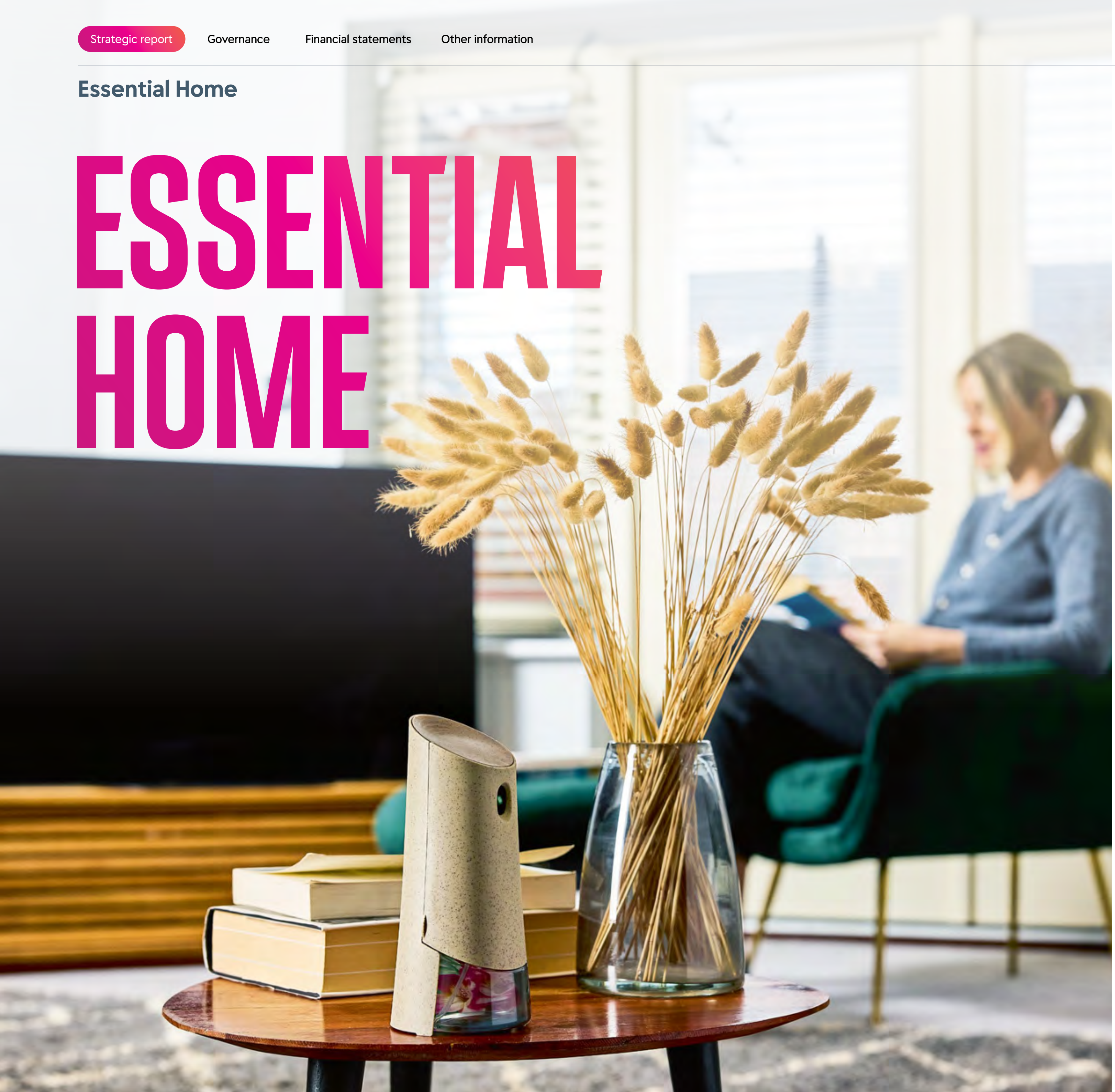
By consistently innovating premium, differentiated products for key markets like China, we continue to strengthen the category leadership Durex enjoys.

Link to strategy

- Product superiority
- Win in market

Essential Home

ESSENTIAL HOME



Essential Home is a global, scaled business of trusted brands on a mission to transform people's living spaces into places they can call Home: somewhere to connect with family, friends and themselves, a place where they feel protected and are proud of.

This portfolio of market-leading brands plays in growing and resilient categories such as Air Care, Laundry, Surface Care and Pest, with substantial potential for continued future growth.

At the core of the portfolio is Air Wick, the number one air care brand in Europe, Australia and New Zealand combined, and global number one in plug-in scented oils and mist diffusers, which has been uplifting homes with fragrances for more than 80 years.

#1

Air Wick: Europe and ANZ Air Care

#1

Woolite: US fine fabric detergent

#1

Calgon: European water softener

#4

Cillit Bang: European power cleaner

#1

SBP: Brazilian pest brand

Claims based on information aggregated in part from data supplied by Nielsen through its Retail Measurement Services and in part from data inputs from other suppliers, in each case, for the relevant category, geographic focus and based on FY24 (based on branded players only)

Essential Home continued

Alongside Air Wick is a group of strong brands with market-leading positions and deep brand equities. These include Calgon, the number one water softener in Europe providing over 90 years of protection against limescale and dirt in washing machines; SBP, the number one insect protection brand in Brazil with over 50 years of heritage; Woolite, the number one fine fabric wash laundry detergent in the US that has been protecting clothes for more than 70 years; Cillit Bang, the number four power cleaner in Europe known for its powerful range of cleaning products; and Resolve, the leading carpet spot and stain removal brand in the US.

Essential Home enjoys a scaled market presence across North America, Europe, Australia and New Zealand, and Latin America. This is supported by long-term partnerships with major retailers and an end-to-end multi-region supply chain infrastructure.

As with core Reckitt, sustainability is a key aspect of Essential Home's product and supply strategy, with the business deeply committed to optimising resource usage and reducing environmental impact.

Essential Home's brand portfolio enjoys gross margins that rank amongst the industry's highest. Air Wick has been a key driver of growth, benefiting from a strong innovation pipeline, including the 2023 launches of 24/7 Active Fresh, our first aerosol-free auto spray, Air Wick's Vibrant fragrance range and advanced plug-in device and the latest generation of Essential Mist diffusers (see adjacent case study).

Essential Home benefits from a dedicated R&D team with a track record of delivering transformative, superior solutions and applying innovation synergies across the portfolio.

In the laundry and surface care categories, future growth potential lies in leveraging strong brands such as Woolite and Calgon to increase market penetration, and expanding leading cleaning brands such as Cillit Bang and Easy-Off into new categories through premiumised products. Essential Home's pest brands are set to grow further, benefiting from external trends such as climate change, and building on their strong position in key markets.

Essential Home is a stable business with a resilient portfolio of strong brands with a great future. Following a strategic assessment of our brand portfolio, we announced in July 2024 that we see stronger growth synergies across the Powerbrands we identified in core Reckitt. As a consequence, we are now assessing market opportunities for Essential Home and expect we will achieve an exit for this business by the end of 2025.

AIR WICK: CONTINUING TO BRING THE OUTSIDE INSIDE

Air Wick has continued to convert its strong innovation pipeline into transformative, superior solutions that fulfil consumers' desires to elevate their living spaces and turn their homes into sanctuaries.

The Air Wick Vibrant range of scented oil fragrances, launched in January 2023, was the biggest liquid electricals launch in the US of the past five years. With twice the essential oil content of regular scented oils, our fragrances offer a premium experience, bringing speciality store quality to mass retail and attracting new shoppers to the brand. Since launch, the range continues to generate double-digit growth.

To complete the multi-sensorial experience, we launched the latest generation of our Air Wick Essential Mist Diffuser in a segment we pioneered back in 2018, which still has significant opportunity for penetration growth. This new diffuser, coupled with Vibrant fragrances offer consumers an unparalleled fragrance experience.

Our cordless diffuser features two new settings: a gentle light that glows while a fragrant mist is released, instantly enhancing the ambience in homes, and an additional maximum intensity setting for more noticeable fragrance. It is the first Reckitt device to incorporate PCR content within its plastic housing.

Air Wick is reinventing the auto-spray segment with 24/7 Active Fresh, the first-ever aerosol-free auto-spray, launched in Europe in 2023. Free from phthalates, propellants and dyes and packaged in a 50% PCR bottle, this product appeals to consumers who prefer non-aerosol. With up to 70 days of freshness, it provides a more natural way of continuously neutralising odours. The success of the launch continues and it has been awarded the 'Product of the Year' in multiple European markets, as voted by consumers.

Air Wick's ongoing ability to translate innovation into superior solutions that delight consumers solidifies its global leadership in plug-in scented oils and mist diffusers, while attracting new users and increasing market penetration.

Mead Johnson Nutrition

MEAD JOHNSON NUTRITION

Mead Johnson Nutrition provides the highest-quality, clinically based infant and toddler nutrition through a market-leading portfolio of brands around the world.

Mead Johnson's portfolio includes Enfamil, the leading global infant formula brand and the most recommended by paediatricians in our core markets, as well as Nutramigen, the number one brand for managing cow's milk allergy worldwide, supported by over 75 years of evidence. Parents place their trust in our brands, underpinned by the confidence that medical professionals have in our products. This confidence is rooted in our unwavering commitment to a clinical, science-based approach to innovation.

The infant formula category is evolving to meet the increasingly specialised needs of infants. Our response to this is the development of our allergy and digestion segments, which present growth opportunities even as global birth rates decline. Mead Johnson maintains a leading market share in these segments by offering differentiated products.

#1

Enfamil: infant formula brand recommended by US paediatricians

#1

Nutramigen: global for managing cow's milk allergy

Claims based on information aggregated in part from data supplied by Nielsen through its Retail Measurement Services and in part from data inputs from other suppliers, in each case, for the relevant category, geographic focus and based on FY24 (based on branded players only)

Mead Johnson Nutrition continued

In the higher-growth digestion segment, we successfully launched Enfamil NeuroPro Gentlease Powder in 2024 to soothe stomach problems with patented prebiotics. It is the only formula with proven 24-hour relief, easing all five signs of digestive discomfort, while providing long-lasting brain-building benefits.

We continue to expand our market access and penetration with new format releases and international roll-outs. In 2024, this included a successful launch of Enfamil NeuroPro (see adjacent case study) in Canada.

Given the crucial role healthcare professionals (HCPs) play in educating parents on child nutrition and recommending solutions, building and deepening relationships with them is vital. In 2024, we focused on further nurturing these relationships through the relaunch of the Mead Johnson Nutrition Institute, a platform dedicated to HCP education. The platform serves as a one-stop destination for the latest in nutrition science, education and events, providing credible, easy-to-read resources. By the end of 2024, we engaged healthcare professionals in more than 25 countries through nutrition science and education initiatives.

Following our team's remarkable efforts in addressing the infant formula supply shortages in the US in 2022, they once again demonstrated exceptional dedication in the aftermath of a tornado in Mount Vernon, Indiana in July 2024. Thankfully, all our employees were safe despite significant damage to our third-party warehouse, which stored a mix of raw materials and finished products. Thanks to a global, coordinated effort, we were able to continue production and limit the extent of retail stock shortages during this period. We are deeply grateful for the hard work of our team during this challenging time.

To further build resilience in our supply chain, Mead Johnson is starting a programme of capital investments that will strengthen our operations and allow the business to stay ahead in a dynamic environment. Mead Johnson is a great business, but it is now considered non-core. As we focus on our Health and Hygiene Powerbrands, we will consider all strategic options to maximise its value for shareholders.

ENFAMIL: A SPECIALISED, SCIENCE-LED PORTFOLIO

Enfamil focuses innovation around ingredients with clinically proven outcomes.

Enfamil NeuroPro and MindPro are the only infant formulas in the market that contain two essential elements found in human breast milk: milk fat globule membrane (MFGM), which plays a vital role in brain development, and human milk oligosaccharides that support the immune system.

Supplementing with MFGM in infancy is linked to enhanced cognitive, motor and language development at 12-18 months, as well as a 5.2-point IQ advantage at five-and-a-half years of age.

Since launching in key markets across Asia, North America and South America, Enfamil has captured a 32% market share of the premium global infant and toddler formula category.

Enfamil is also targeting the higher-growth digestion segment of the infant formula category by enhancing the NeuroPro formula with a patented prebiotic fibre blend. Enfamil NeuroPro Gentlease Powder helps soothe tummy troubles within 24 hours and is clinically shown to support softer and more frequent stools. The Stage 1 Powder was successfully launched in the US during 2024.

Specialised products are another higher growth segment that Enfamil has entered with the launch of an innovative, premiumised product designed specifically for babies born via C-section, Enfamil A+ Nurapro C-Biome. C-section babies are at greater risk of neuro, immune and gut health issues and this formula is the first to feature a unique C-Biome blend to boost microbiome diversity and immune response.

The formula was launched in ASEAN during 2023-2024, receiving a positive reception in Thailand and the Philippines, with Malaysia, Vietnam and Singapore launching over 2025.

Through these innovations, Enfamil continues to demonstrate its market leadership in premium products backed by scientific research, and continues to build the trust of medical professionals and parents.

RIGHT-SIZING OUR OPERATING COSTS

Our transition to a sharper, simpler organisation brings with it valuable opportunities to right-size our operating costs. These have been brought together in a cost optimisation programme we call 'Fuel for Growth'.

Set out in our July 2024 Strategy Update, Fuel for Growth targets a reduction in our corporate fixed costs to circa 19% of net revenue as we exit 2027, a reduction of at least 300bps, from circa 22% in 2023. We aim to achieve this through our simpler operating model, the right-sizing of historical investments, leveraging automation and greater adoption of shared services, and harnessing the productivity benefits of our digital capabilities and generative AI.

Fuel for Growth is already delivering cost benefits. By streamlining corporate functions and simplifying our operating model, we were able to eliminate corporate overhead in 2024, which helped us to reduce our fixed costs to 20.9% of net revenue (see page 39 for further details).

We see further opportunities for similar cost reductions in the year ahead, as well as savings from right-sizing existing investment programmes that have already delivered benefits in areas such as marketing. Beyond this, we expect to realise the cost benefits of automation and shared services and the productivity gains from digital and generative AI as we move towards our end-2027 cost ambition.

The transformation of our organisation will incur one-off cash costs of around £1 billion over the same period. In 2024, these amounted to £161 million and we expect about £500 million in 2025, with the majority of the balance in 2026.

We have excluded these one-off transformation and restructuring costs from our adjusted results because in aggregate they are material and affect multiple reporting periods. See pages 223 and 226 for more details.

	FY 2024	End of 2027
Fixed costs base	Work in progress **20.9%** of net revenue	Target **c.19%** of net revenue vs. 21.8% in 2023
One-off costs	Work in progress **£161mn** one-off cash costs	**£1bn** estimated one-off cash restructuring and transformation costs

Fuel for Growth delivering early benefits

Simplification

2024-2025

Simplify our organisation for scale opportunities

- Streamlined functional structure
- Removal of semi-autonomous GBUs
- Reduction in management layers
- More unified go-to-market approach

Right-size investment

2024-2025

Right-sizing and embedded global capability teams in markets

- E-commerce capabilities embedded in market
- Created omnichannel marketing and sales force
- Professional line integrated into markets

Automation & shared services

2025-2027

Reduce cost and improve efficiency

- Implement end-to-end holistic Global Business Services strategy
- Expand finance and supply shared services footprint

Digital & generative AI

2025-2027

New opportunities for effectiveness and efficiency

- Marketing function deployed use cases
- R&D next frontier
- SAP implementation

Capital Allocation

OUR CAPITAL ALLOCATION PRIORITIES

Our growth model generates attractive cash returns, which we use to reinvest in our brands and enhance returns for our shareholders. Our capital allocation priorities govern these decisions and ensure our brands are well invested, our balance sheet remains strong and our shareholder returns are competitive.

Investing in organic growth is our top priority. Allocating capital against brands that offer the best long-term opportunity for growth and value creation is vital for our future success.

Our business model is highly cash generative and we maintain a strong balance sheet, with a leverage ratio of around 2.0x EBITDA consistent with our single A credit rating.

We are committed to returning excess capital to shareholders. We achieve this through our progressive dividend policy and our share buyback programme, which we reintroduced in October 2023 with a commitment to buy back £1 billion of our shares over a 12-month period.

We completed the £1 billion buyback in ten months and announced a follow-on programme of the same size in July 2024. This remains ongoing and as at 27 February 2025 we had purchased shares to a value of £154 million under this second programme. The total value of shares repurchased during 2024 was £1.3 billion.

Our full-year dividend for 2024 was set at 202.1 pence, which represents a 5% increase versus 2023.

Through our dividend and share buyback, we returned £2.7 billion in cash to shareholders in 2024, a 75% increase versus 2023.

It remains our ambition to continue our share buyback programme as a key feature of the returns we offer to shareholders, subject to fulfilling the other governing principles that guide our capital choices.

Invest in organic growth

- Our priority remains to invest in organic growth, funded through our earnings model
- Our three principles for long-term value creation govern our organic and inorganic capital allocation choices
- This discipline enables us to dedicate capital against the brands that offer the best long-term opportunity for growth and value creation

Strong free cash conversion

- We continue to prioritise free cash flow conversion and are confident this will remain strong

Sustainable dividend growth

- We continue to pay a progressive dividend
- Our dividend policy aims to deliver sustainable dividend growth in future years
- Our 2024 dividend was increased by 5% in line with this objective

+5%
increase in dividend

Return cash to shareholders

- We are committed to returning surplus cash to our shareholders through our dividend and share buyback programme
- We expect this programme to continue, consistent with our capital allocation principles

£2.7bn
returned to shareholders in 2024, a 75% increase versus 2023

Manage the portfolio for value creation

- We manage our brand portfolio actively to ensure each brand earns its place based on its growth potential and earnings model

Target single A credit rating

- We continue to target a single A credit rating with balance sheet leverage of around 2x EBITDA

Total Shareholder Returns

ENHANCING RETURNS TO SHAREHOLDERS

Our business is owned by our shareholders, whose expectations we work hard to match and exceed. It is rooted in an earnings model that aims to deliver best-in-class growth and shareholder returns.

The total return we offer our shareholders is fundamental to the way we manage our business and share its financial benefits. Since October 2023, this includes our share buyback programme.

We have an excellent portfolio of market-leading brands operating in categories with long-term runways for growth. Our target is to deliver sustainable mid-single-digit net revenue growth, ahead of the medium-term growth of our categories.

Our business delivers high gross margins, which reflect the quality of both the categories in which we operate and the premiumisation we bring to each. Investing in innovation, consumer education and omnichannel marketing is key to ensuring our brands resonate with customers and consumers.

Operating leverage from top-line growth at structurally high gross margins and optimising costs through our Fuel for Growth programme underpin our ability to deliver operating profit ahead of net revenue growth.

We will continue to prioritise strong free cash conversion and are committed to returning cash to shareholders through our progressive dividend policy and share buyback programme.

We have an enduring framework for sustained value creation

4% TO 5% NET REVENUE GROWTH

We target sustainable top-line growth of between 4% and 5% for core Reckitt over the medium term

+

GROW AOP AHEAD OF NET REVENUE

We target adjusted operating profit (AOP) growth ahead of revenue growth over the medium term

+

SUSTAINABLE DIVIDEND GROWTH

We have a progressive dividend policy

(5% increase in 2024).

+

SHARE BUYBACK

New £1 billion share buyback programme launched in October 2023 (completed)

Second £1 billion underway since July 2024

A strong earnings model

Committed to returning cash to shareholders

Key Performance Indicators

MEASURING PERFORMANCE

Reckitt's key performance indicators (KPIs) include measures for assessing financial and non-financial performance.

Variable pay across the Group is aligned to these KPIs. Central to our remuneration philosophy are the principles of pay for performance, as well as strategic alignment. Combined with our Compass and Leadership Behaviours, these principles define how decisions are made, how people act and how they are assessed and rewarded.

The KPIs shown here directly impact the remuneration awarded to Executive Directors.

See page 118 for more information in our Remuneration Report

See pages 223-224 for details of our definitions and terms in our APMs

Like-for-like net revenue growth[1]

2024	1.4%
2023	3.5%
2022	7.6%
2021	3.5%
2020	11.8%

Why we measure it: To ensure that our strategy is delivering organic revenue growth. The mix and strength of products and brands enables us to target mid-single-digit growth over time.

Performance narrative: Group net revenue of £14,169 million grew by 1.4% on a LFL basis in the year, reflecting price/mix improvements of 2.0% and a volume decline of 0.6%. Our Hygiene brands grew 4.2%, our Health brands grew 2.1% and Nutrition declined 7.3%.

Adjusted operating profit growth at constant exchange rates[1, 2]

2024	+8.6%
2023	+0.9%
2022	+9.2%
2021	-2.6%
2020	+0.7%

Why we measure it: To ensure that we are converting revenue growth into profit. We anticipate growing operating profit faster than revenue growth.

Performance narrative: Adjusted operating profit grew more than net revenue in 2024, driven mainly by gross margin expansion along with a decline in fixed costs.

Adjusted diluted earnings per share[1]

2024	349.0p
2023	323.4p
2022	341.7p
2021	288.5p
2020	327.0p

Why we measure it: To monitor profitability and to provide a comparable net profit per share attributable to owners.

Performance narrative: Total adjusted diluted EPS was 349.0p in 2024 (2023: 323.4p), a rise of +7.9%, supported by a lower share count from our ongoing share buyback, and a lower effective tax rate of 22.2% (2023: 25.2%), offset by higher net interest cost and adverse foreign exchange.

Free cash flow conversion[1]

2024	91%
2023	97%
2022	83%
2021	61%
2020	131%

Why we measure it: To maintain the delivery of strong free cash flow conversion over time.

Performance narrative: Free cash flow of £2,232 million decreased by £26 million or 1%. Free cash flow conversion reduced by six percentage points to 91% as the benefit of reduction in tax paid was more than offset by cash outflow relating to group strategic announcements, higher interest paid and cash outflow from increased working capital commitments.

Return on capital employed (ROCE)[1]

2024	13.5%
2023	12.5%
2022	13.2%
2021	10.1%
2020	10.1%

Why we measure it: To ensure disciplined capital management.

Performance narrative: ROCE in 2024 was 13.5% (2023: 12.5%), an increase of 100 bps from 2023, due to a higher Net Operating Profit After Tax.

Net revenue from more sustainable products[1, 3]

2024	34.9%[+]
2023	29.6%
2022	24.4%
2021	24.9%
2020	30.4%

Why we measure it: To drive product innovation that supports delivery of our Sustainability Ambitions and the development of more sustainable products with a lower environmental footprint, as measured by our Sustainable Innovation Calculator.

Performance narrative: Net revenue from more sustainable products now accounts for over a third of total revenues (34.9% in 2024 vs 29.6% in 2023) which reflects our ongoing efforts and improvements in product packaging, ingredients and carbon footprint.

Reduction in Greenhouse Gas (GHG) emissions in our operations[4]

2024	-69%[+]
2023	-67%
2022	-66%
2021	-66%
2020	-39%

Why we measure it: To support our net zero ambition and reduce absolute Scope 1 and 2 GHG emissions from our own operations.

Performance narrative: Through our ongoing focus on optimising high energy manufacturing processes and our use of renewable energy, we continued to surpass our science-based target reduction of 65% by 2030, achieving a 69% reduction in 2024.

1 See details on our alternative performance measures on pages 223-227
2 Years after and including 2021 exclude IFCN China (disposed September 2021)
3 Figures prior to 2021 exclude our Nutrition business unit
4 Since 2015
+ Data was subject to independent limited assurance by ERM CVS in accordance with ISAE 3000 (Revised) and ISAE 3410. Please see ERM CVS' full assurance report at www.reckitt.com/reporting-hub for more details

Sustainability Performance Dashboard

PROGRESS AGAINST OUR SUSTAINABILITY AMBITIONS

This dashboard summarises our performance across key metrics. A full performance breakdown can be found in our Sustainability Report and ESG Data Book, available online at www.reckitt.com/reporting-hub.

OUR STRATEGY

Our Purpose
To protect, heal and nurture in the pursuit of a cleaner, healthier world

Our Compass
Do the right thing. Always

MORE SUSTAINABLE BRANDS

50%
net revenue from more sustainable products by 2030
Progress: 35%* — Target

50%
reduction in product carbon footprint by 2030[1]
Progress: 13%* — Target

50%
reduction in virgin plastic packaging by 2030[2]
Progress: 15% — Target

25%
recycled content in our plastic packaging by 2025
Progress: 8% — Target

Implementing programmes of positive impact through our brands and in communities

Read more on page 45

HEALTHIER PLANET

Net zero
across our value chain by 2040[3]

65%
reduction in GHG emissions in operations by 2030[1]
Progress: 69%* — Target

100%
renewable electricity by 2030
Progress: 96%* — Target

Water-positive
in water-stressed sites by 2030
Progress: 2 — Target

Implementing programmes of positive impact on nature in key places

Read more on page 46

FAIRER SOCIETY

Inclusive
An inclusive culture where everybody is treated fairly and equally

Diverse
Our teams represent the diverse places where we work and the people we serve

50/50
Gender balanced management at all levels by 2030[4]
49% Male — 51% Female

30 million
people positively impacted by our social impact investments by 2030 (cumulative since 2020)
Progress: 29mn — Target

2 billion
people engaged through our purpose-led partnerships, programmes and campaigns (cumulative since 2020)
Progress: 2.3bn — Target

* ERM CVS provides independent limited assurance over selected sustainability disclosures. The assurance report, along with the principles and methodologies we use in our reporting, can be found online at www.reckitt.com/reporting-hub

1 Reduction targets for GHG emissions are from a 2015 baseline

2 Reduction target for plastic is from a 2020 baseline. All packaging data relates to 2023, which is driven by the Ellen MacArthur Foundation reporting timelines. 2024 data will be available in mid-2025

3 Reckitt's net zero target means we aim to negate the amount of Greenhouse Gas emissions across our value chain, including Scopes 1, 2, 3.1, 3.4, 3.11 (direct only) and 3.12 by 2040. It includes our near-term science-based emissions reduction targets for 2030 (see page 46). Further detail is provided in our 2024 Sustainability Report

4 Data as of 31 December 2024 for active Reckitt employees (excluding contractors). 'All management' includes: Executive Committee member, Group leadership team, senior management team, middle manager, manager

Financial Performance

GROWING EARNINGS AND DELIVERING STRONG CASH RETURNS TO SHAREHOLDERS

Shannon Eisenhardt
Chief Financial Officer

Group financial performance

In 2024, Group net revenue grew by +1.4% on a like-for-like (LFL) basis to £14,169m, reflecting price/mix improvements of +2.0% and a volume decline of -0.6%. Our Hygiene business delivered broad-based growth of +4.2% despite a competitive market environment, with improving volume trends supported by the strong performance of our innovation platforms, including Lysol Air Sanitizer and Finish Ultimate Plus All in 1.

Health net revenue grew by +2.1%, with broad-based growth in our Dettol, Durex, Nurofen, Gaviscon and VMS portfolios partially offset by weakness in our seasonal OTC brands (together around 10% of Group net revenue) due to weak cold and flu trends at the start and end of 2024. Nutrition declined by -7.3% as the US lapped the prior year competitor supply issue and experienced short-term disruptions to supply following the Mount Vernon tornado in July.

Total Group net revenue on an IFRS basis was down by -3.0%, reflecting foreign exchange headwinds of -4.1% and net M&A impact of -0.3%.

The year saw improving market share trends, with 48% of our Top Category Market Units (CMUs) holding or gaining share on a net revenue-weighted basis, with 55% in Health (2023: 46%), 55% in Hygiene (2023: 47%) and 15% (2023: 37%) in Nutrition.

The Group's gross margin was 60.7%, an increase of +70bps versus 2023, driven by pricing and productivity efficiencies against a more benign environment for cost input inflation. Brand equity investment (BEI) increased by +3.1% (+£59m) on a constant FX basis as we strengthened investment behind innovation launches to support the long-term growth of our brands. As a percentage of net revenue, BEI was 13.4%, up +30bps year-on-year.

Group adjusted operating profit for the year was £3,475m (2023: £3,373m) at an adjusted operating margin of 24.5% (2023: 23.1%), 140bps higher than the prior year reflecting early delivery of cost efficiencies from our Fuel for Growth programme, as well as +30bps of one-off items driven by the benefit of insurance proceeds relating to the Mount Vernon tornado in July. Fixed costs declined by -90bps to 20.9% of net revenue, versus 21.8% in 2023.

On an IFRS basis, operating profit was £2,425m (2023: £2,531m) at an operating profit margin of 17.1% (2023: 17.3%). This was impacted by an intangible assets impairment charge of £838 million (2023: £810m) relating to our Infant Formula (IFCN) business and to Biofreeze. This reflects a significant capital investment programme that has commenced to meet regulatory requirements and to build greater resilience in the wider supply network for IFCN, and a more challenging marketplace for Biofreeze in topical pain relief.

Following the announcement we made in our July 2024 Strategy Update, the Group incurred £167m of one-off costs (of which £161m are one-off cash costs) in relation to transformation and restructuring, which are excluded from adjusted earnings.

Total adjusted diluted earnings per share was 349.0p in 2024 (2023: 323.4p), a rise of +7.9%, supported by a lower share count from our ongoing share buyback and a lower effective tax rate of 22.2% (2023: 25.2%), offset by higher net interest cost and adverse foreign exchange. Total IFRS diluted EPS was 203.2p (2022: 228.7p).

Our full year dividend increased by 5% to 202.1p (2023: 192.5p) per share, in line with our policy to deliver sustainable growth through a progressive dividend. The final proposed dividend was 121.7p (2023: 115.9p) per share.

Free cash flow was £2,232m in 2024 (2023: £2,258m) a -1.2% decrease year on year. We continue to maintain a strong balance sheet with net debt at 2.0x adjusted EBITDA (2023: 1.9x adjusted EBITDA).

Shannon Eisenhardt
Chief Financial Officer

Net revenue[1]	Adjusted operating profit[1]	Free cash flow[1]
£14.2bn	£3.5bn	£2.2bn
2023: £14.6bn	2023: £3.4bn	2023: £2.3bn

1 Adjusted and other non-GAAP measures, definitions and terms are defined on page 223

Financial Performance continued

FY 2024 Net Revenue	£6,140m
Volume	+1.8%
Price/Mix	+2.4%
LFL	+4.2%
Net M&A	—
FX	-4.1%
Actual	+0.1%

Adjusted Operating Profit	£1,375m
Constant FX (CER)	+16.5%
Actual	+11.2%

Adjusted Operating Profit Margin	22.4%
Actual	+230bps

HYGIENE

43%
of Group revenue

Hygiene net revenue grew +4.2% in 2024 on a like-for-like (LFL) basis to £6,140m. Growth was balanced with +2.4% price/mix improvements and +1.8% volume growth. Net revenue growth was broad-based across all Powerbrands and regions.

55% of our Hygiene Top CMUs (weighted by net revenue) gained or held share during the year. Successful innovation launches and strengthened marketing were positive growth drivers, offset by a more competitive environment in the US, particularly in Auto Dish and Air Care.

Finish LFL net revenue grew mid-single-digits, with strong growth across our thermoformed formats driving further premiumisation in the auto dish category as consumers continue to trade up to more superior solutions. Finish thermoformed tablets now account for 75% of our tablet net revenue.

Lysol delivered high single-digit LFL net revenue growth in the year, led by strong high single-digit growth in all surface and bathroom hygiene cleaners in our established segments of disinfection. Our innovation platforms, Lysol Laundry Sanitizer and Lysol Air Sanitizer, continue to drive category growth with penetration gains and market share growth. Lysol Air Sanitizer demonstrates how our platform discoveries lead to breakthrough propositions. Since its launch in July 2023, it has created an entirely new category with the first and only air sanitising spray approved by the EPA, which kills 99.9% of airborne viruses and bacteria.

Harpic delivered mid-single-digit LFL net revenue growth in the year, led by India where our 10X Advanced Harpic formulation is delivering category share gains.

Vanish net revenue grew low single-digits in the year, led by mid-single-digit growth and market share gains in key markets across Europe, building on our premiumisation strategy enabled through superior performance, especially in short and quick wash cycles.

We saw broad-based growth across our other Hygiene brands, including Air Wick and Mortein.

Adjusted operating profit for Hygiene was £1,375m, up +16.5% on a constant FX basis and +11.2% on an actual basis. Hygiene's adjusted operating profit margin was 22.4%, up +230bps driven by strong gross margin expansion, effective targeted brand building and marketing investment, supported by further improvements in our fixed cost base enabled by a strong productivity programme.

Financial Performance continued

FY 2024 Net Revenue	£5,882m
Volume	-0.3%
Price/Mix	+2.4%
LFL	+2.1%
Net M&A	-0.7%
FX	-4.4%
Actual	-3.0%

Adjusted Operating Profit	£1,699m
Constant FX (CER)	+6.5%
Actual	+0.5%

Adjusted Operating Profit Margin	28.9%
Actual	+100bps

HEALTH

42%
of Group revenue

Health net revenue grew +2.1% on a LFL basis to £5,882m, reflecting price/mix improvements of +2.4% and a volume decline of -0.3%. Excluding our seasonal OTC brands, Health net revenue grew 5.3% in the full year, with volumes positive at +2.5%.

55% of our Health Top CMUs (weighted by net revenue) gained or held share during the year, driven by market share gains across our Intimate Wellness and non-seasonal OTC portfolios.

Our Intimate Wellness portfolio, led by Durex, delivered high single-digit growth in the year, with double-digit growth across Developing Markets, and high single-digit growth across Europe. We are seeing strong market share gains across these geographies with higher rates of adoption being driven by improved in-store execution, distribution gains and recent innovation launches.

Intimate Wellness net revenue growth in China, our largest market for Durex, grew mid-teens, helped by the continued success of innovation platforms such as polyurethane condoms and hyaluronic acid condoms, which have seen a strong response from consumers, as well as our Intima feminine hygiene brand, which has seen strong growth, especially across our online channels.

Our non-seasonal OTC brands net revenue grew mid-single digits in the year. Investment in expanding supply capacity enabled us to meet strong consumer demand, with Gaviscon achieving double-digit growth and improved pack fill rates, and strong growth in Nurofen across multiple European markets supported by the roll-out of Nurofen Liquid Capsules in Italy, as well as a promising early response to the launch of Nurofen sustained release with 12-hour pain relief in Romania.

Net revenue of our seasonal OTC brands, Mucinex and Strepsils, declined high single digits, impacted by tough prior year comparatives in Q1, a weak end to the cold and flu season in the first half of the year and a delayed onset of the US season in the second half. Notwithstanding this backdrop, the equity of these brands remains strong and is supported by ongoing innovation, including the successful September 2024 launch of Mucinex Mighty Chews, the first over-the-counter medicated children's soft chew for cough relief.

Dettol net revenue grew low single digits in the year, with strong volume growth partially offset by the competitive pricing actions taken in certain ASEAN markets. China delivered strong double-digit growth led by innovation across a number of platforms.

Adjusted operating profit for Health of £1,699m was up +6.5% on a constant FX basis and +0.5% on an actual basis. Health's adjusted operating margin was 28.9%, an increase of +100bps, with gross margin expansion and fixed cost optimisation more than offsetting increased investment behind our brands.

Financial Performance continued

FY 2024 Net Revenue

£2,147m

Volume	-7.1%
Price/Mix	-0.2%
LFL	-7.3%
Net M&A	—
FX	-3.6%
Actual	-10.9%

Adjusted Operating Profit

£401m

Constant FX (CER)	-5.4%
Actual	-10.3%

Adjusted Operating Profit Margin

18.7%

Actual	+20bps

NUTRITION

15%

of Group revenue

Nutrition net revenue declined by -7.3% on a LFL basis in 2024 to £2,147m, with a price/mix contribution of -0.2% and a volume decline of -7.1%. This was driven by a combination of the Mount Vernon tornado, which impacted short-term supply to customers in the second half of the year, and our market shares rebasing from historical highs reached in the prior year during the competitor supply issue.

Developing Markets remained broadly flat for the full year, reflecting category-led volume growth declines that were partially offset by growth in premium products in ASEAN.

15% of Nutrition's Top CMUs (weighted by net revenue) gained or held share during the year. This result was impacted by our market shares rebasing in the US following the competitor supply issue, and the impact of the Mount Vernon tornado, which resulted in us being out of stock in certain SKUs in some of our more specialised formulations.

Adjusted operating profit for Nutrition at £401m in 2024 was down -5.4% on a constant FX basis and -10.3% on an actual basis. Nutrition's adjusted operating margin was 18.7%, up +20bps, as reduced gross margin was offset by the effect of the insurance proceeds following the Mount Vernon tornado.

We continue to expand our market access and penetration with new format releases and international rollouts. In the higher-growth digestion segment, we successfully launched Enfamil NeuroPro Gentlease Powder in Q2 2024, which soothes stomach problems with patented prebiotics.

Financial Performance continued

The following section should be read in conjunction with the full-year financial review from page 39 and the alternative performance measures section from page 223.

Group operating profit

Adjusted operating profit was £3,475 million (2023: £3,373 million) at an adjusted operating margin of 24.5%, 140bps higher than the prior year (2023: 23.1%). This increase was driven by gross margins 70bps higher than 2023, and fixed costs 90bps lower than 2023. This was partially offset by BEI and other marketing spend increases of 20bps.

IFRS operating profit was £2,425 million (2023: £2,531 million) at an IFRS operating margin of 17.1% (2023: 17.3%). IFRS operating profit in 2024 was impacted by an intangible assets impairment charge of £838 million relating to IFCN and Biofreeze (2023: £810 million). The IFCN impairment of £696 million (2023: £810 million) reflects changes in the regulatory environment resulting in increased capital requirements as well as to build greater resilience in the wider supply network (see note 9). During 2024, Biofreeze performed below expectations following competitive pressure from both private label and branded competitors, new entrants to the market and a reduction in the level of displays present in the category which has resulted in an impairment of £142 million (2023: £0 million), (see note 9).

IFRS operating profit was also affected by restructuring and other project costs of £167 million linked to the group strategic announcements in 2024. This principally includes professional advisor fees and severance costs relating to business transformation and portfolio changes.

Net finance expense

Adjusted net finance expense was £323 million (2023: £247 million). The increase in adjusted net finance expense in 2024 was primarily driven by increased interest payable on borrowings due to the cost of debt issued in the period.

IFRS net finance expense was £321 million (2023: £130 million). The net finance expense under IFRS is higher in 2024 due to a £130 million credit in 2023 relating to translational foreign exchange gains arising upon liquidation of a number of subsidiaries.

Tax

The adjusted effective tax rate (ETR) was 22.2% (2023: 25.2%). The 2024 ETR benefited from a change in estimate of uncertain tax positions.

The IFRS tax rate was 31.9% (2023: 31.4%). The IFRS ETR in 2024 is higher than the adjusted ETR due to the non-deductible impairment of intangible assets, and the non-deductible costs linked to the group strategic announcements in 2024. The IFRS ETR in 2023 is higher than the adjusted ETR due to the non-deductible impairment of IFCN goodwill offset by the benefit from largely non-taxable gains on liquidation of subsidiaries.

Earnings per share (EPS)

Adjusted diluted EPS was 349.0 pence (2023: 323.4 pence), an increase of 7.9%. The increase was due to higher adjusted operating profit at constant exchange rates and the beneficial effect of the ongoing share buyback programme, partly offset by the impact of foreign exchange.

IFRS diluted EPS was 203.2 pence (2023: 228.7 pence), a decrease of 11.1%. The decrease was driven by a lower operating profit and higher net finance expense, which more than offset the benefit of a lower diluted number of shares.

Balance sheet

At 31 December 2024, the Group had total equity of £6,720 million (31 December 2023: £8,469 million).

Current assets of £4,598 million (31 December 2023: £5,302 million) decreased by £704 million. Cash and cash equivalents reduced by £507m, which includes an increase in share repurchases in the year. Inventories and corporation tax receivables also reduced in the year.

Current liabilities of £7,943 million (31 December 2023: £8,338 million) decreased by £395 million. The decrease principally relates to lower borrowings and lower trade and other payables, together with lower current tax liabilities. These decreases were offset by the share repurchase liability in relation to committed purchases under the share buyback programme.

Non-current assets of £20,700 million (31 December 2023: £21,834 million) primarily comprise goodwill and other intangible assets of £17,565 million (31 December 2023: £18,588 million) and property, plant and equipment.

The decrease in goodwill and other intangible assets of £1,023 million is predominantly due to impairment of IFCN and Biofreeze intangible assets.

Non-current liabilities of £10,635 million (31 December 2023: £10,329 million) increased by £306 million principally due to financing activity, offset by a reduction in non-current tax liabilities.

Net working capital

During the year, net working capital decreased by £77 million to negative £1,402 million (2023: negative £1,479 million). Net working capital as a percentage of 12-month net revenue is -10% (31 December 2023: -10%).

Cash flow

	31 Dec 2024 £m	31 Dec 2023 £m
Adjusted operating profit	**3,475**	3,373
Depreciation, share-based payments and gain on disposal of fixed assets (net of proceeds)	**546**	585
Capital expenditure	**(465)**	(449)
Movement in working capital and provisions	**(271)**	(21)
Cash flow in relation to adjusting items[1]	**(61)**	(45)
Net interest paid	**(292)**	(263)
Tax paid	**(700)**	(922)
Free cash flow	**2,232**	2,258
Free cash flow conversion	**91%**	97%

1 Further details on adjusting items can be found on page 226

Free cash flow (FCF) is the amount of cash generated from continuing operating activities after net capital expenditure on property, plant and equipment and intangible software assets. Free cash flow reflects cash flows that could be used for payment of dividends, repayment of debt or to fund acquisitions or other strategic objectives.

Free cash flow of £2,232 million decreased by £26 million or 1%. Free cash flow conversion reduced by six percentage points to 91% as the benefit of reduction in tax paid was more than offset by cash outflow relating to group strategic announcements, higher interest paid and cash outflow from increased working capital commitments. Net cash generated from operating activities has increased by £46 million to £2,682 million (2023: £2,636 million).

Financial Performance continued

Net debt

	31 Dec 2024 £m	31 Dec 2023 £m
Opening net debt	**(7,290)**	(7,984)
Free cash flow	**2,232**	2,258
Share buyback	**(1,328)**	(207)
Purchase of ordinary shares by employee share ownership trust	**(3)**	(2)
Shares reissued	**3**	48
Acquisitions, disposals and purchase of investments	**17**	(80)
Dividends paid to owners of the Parent Company	**(1,381)**	(1,339)
Dividends paid to non-controlling interests	**(2)**	(8)
New lease liabilities in the period	**(70)**	(44)
Exchange and other movements	**(91)**	76
Cash flow attributable to discontinued operations	**(1)**	(8)
Closing net debt	**(7,914)**	(7,290)

At 31 December 2024, net debt was £7,914 million, an increase of £624 million from 31 December 2023, as higher capital returns through dividends (£1,381 million) and the ongoing share buy-back program (£1,328 million) more than offset continued strong free cash flow (£2,232 million). Net debt was 2.0x adjusted EBITDA at 31 December 2024 (31 December 2023: 1.9x)

The Group regularly reviews its banking arrangements and currently has adequate facilities available to it. The Group has committed borrowing facilities totalling £4,450 million (31 December 2023: £4,500 million), of which £124 million (2023: £nil) was drawn at year end and of which £3,500 million (31 December 2023: £4,450 million) expire after more than two years. The Group remains compliant with its banking covenants. The committed borrowing facilities, together with cash and cash equivalents, are considered sufficient to meet the Group's projected cash requirements.

Dividends

The Board of Directors recommends a final 2024 dividend of 121.7 pence (2023: 115.9 pence). The ex-dividend date will be 10 April 2025 and the dividend will be paid on 29 May 2025 to shareholders on the register at the record date of 11 April 2025. The final 2024 dividend will be accrued once approved by shareholders.

Return on Capital Employed (ROCE)

ROCE in 2024 was 13.5% (2023: 12.5%), an increase of 100 bps from 2023, due to a higher Net Operating Profit after Tax (NOPAT).

Capital returns policy

Reckitt has consistently communicated its intention to use its strong cash flow for the benefit of shareholders. Our priority remains to reinvest our financial resources back into the business, including through value-adding acquisitions, in order to deliver sustainable growth in net revenue and improving earnings per share over time.

In managing the balance sheet, we intend to maintain key financial ratios in line with those expected of an A-grade credit-rated business. This will broadly define acceptable levels of leverage over time. In 2024, our strong free cash flow generation and healthy balance sheet enabled us to return £1.3 billion of cash to shareholders through share repurchases.

Growing the dividend is a long-term goal of the business. The Board's dividend policy aims to deliver sustainable dividend growth in future years, subject to any significant internal or external factors. Accordingly, the 2024 dividend was increased by 5% in line with this objective.

Sustainability Performance Review

OUR PURPOSE IS TO PROTECT, HEAL AND NURTURE IN THE PURSUIT OF A CLEANER, HEALTHIER WORLD

Everything we do is channelled towards captivating and delighting our consumers with more enduring, relevant products that meet their everyday needs.

We aim to create positive impact for people and society while supporting resilience and growth for our business. This approach is reflected in our Sustainability Ambitions for 2030 and beyond. They are an integral part of our strategy and our Purpose to protect, heal and nurture in the pursuit of a cleaner, healthier world. We focus on three pillars of activity: more sustainable brands, healthier planet and fairer society, informed by the issues that matter most to our business and stakeholders.

Our commitment to advancing the global sustainable development agenda

We are signatories to the UN Global Compact and our annual communication on progress demonstrates our commitment to the UN Guiding Principles and the Sustainable Development Goals (SDGs).

More detail on our approach, including the outcomes of our materiality assessment, is available in our 2024 Sustainability Report

MORE SUSTAINABLE BRANDS

Our products are used in millions of households every day. Our ambition is that every product innovation we generate is more sustainable than its predecessor.

Everything counts, from major new product launches to small incremental changes. We could be improving an existing product range by reducing plastic packaging; switching to a more sustainable, lower-carbon ingredient; exploring new solutions with our suppliers; or we could be developing a completely new product with a lower environmental footprint.

A key tool is our Sustainable Innovation Calculator. This helps us compare the sustainability of product innovations with existing benchmarks. We evaluate a product's raw materials, packaging and environmental impact to understand if innovations are more sustainable.

Beyond product design, we leverage the scale and reach of our iconic brands to influence consumer behaviour. For example, Finish promotes water conservation through its ongoing 'Skip the Rinse' campaign, Vanish promotes sustainable fashion through its 'Clothes live longer' ethos, Nurofen continues to raise awareness of the gender pain gap through its 'See My Pain' campaign, and our Dettol Hygiene Quest school education programme aims to improve hygiene behaviours.

Progress

In 2023, we put additional resources in place to accelerate progress against our product carbon footprint reduction target and meet our post-consumer recycled (PCR) packaging target. During 2024, we focused on the raw materials used in our products and continued our programmes to reduce the use of certain chemicals. The impact of these projects has contributed to an increase in net revenue from more sustainable products, which now accounts for over a third of total revenues (34.9% in 2024 vs 29.6% in 2023).

We've been progressively removing specific chemicals from our portfolio, targeting those on our Restricted Substance List, including fluorosurfactants and certain fragrances. These have helped achieve a 24% reduction in our overall chemical footprint versus our 2020 baseline (target: 65% reduction by 2030). We are reviewing this target in line with emerging regulatory developments (more detail in our Sustainability Report).

34.9%

net revenue from more sustainable products (Target: 50% by 2030)

INNOVATION IN ACTION

Our near-term focus has been on reducing plastic and carbon across our portfolio. Examples include:

- Enhanced formulas like our premium Vanish Oxi Action Gold Stain Remover powders which contain an innovative cold wash catalyst that helps to remove the toughest stains even in 30 minutes and at 20 degrees. It helps consumers save energy in use and reduces the product's carbon and water footprint (see page 12)
- Concentrated formulas like our Vanish PLUS super concentrated powder which deliver more for less as consumers only need to use half the amount to achieve the same great results
- Using recycled content (PCR) to replace virgin plastic in packaging which helps us meet our plastic targets as well as reducing our carbon footprint. We significantly increased PCR content in our Harpic, Lysol, Veja and Vanish product ranges
- Reducing plastic packaging in products, like our Harpic Hygienic & Fresh self-adhesive toilet block which doesn't need a plastic cage
- Refills for our Dettol surface cleaner and Cillit Bang grime and limescale cleaner, which provide consumers with more sustainable alternatives that deliver the same high-quality product performance and reduce packaging by allowing consumers to refill their original bottle

More detail on sustainable product innovations is available in our 2024 Sustainability Report

Sustainability Performance Review continued

HEALTHIER PLANET

Climate change

Our ambition is to achieve net zero by 2040.

We have a holistic set of science-based targets to help tackle climate change and achieve our net zero ambition, including:

- 65% reduction in emissions from our operations (Scope 1 and 2) by 2030 vs 2015
- 50% reduction in emissions across our value chain (Scope 3) by 2030 vs 2015
- Achieve 100% renewable electricity by 2030

We've already surpassed our initial target to reduce emissions in our operations by optimising high energy manufacturing processes (especially those using natural gas), increasing our use of renewable energy and investing in longer-term renewable electricity generation.

We're now focused on reducing emissions across our value chain with our extensive network of suppliers. In 2024, we began a partnership with CO_2 AI and Quantis to enhance our Scope 3 modelling capabilities. Specifically, we've moved from representative to precise emissions data for our products. This has significantly improved the accuracy of our modelling and delivered execution efficiencies by automating manual, time-consuming processes. The partnership is helping us to identify priority actions across raw materials and packaging, which account for over half of our Scope 3 emissions. We can now target specific materials and suppliers that account for around 80% of our raw material and packaging footprint.

This analysis enhances our ability to link agendas and maximise value creation. For example, increasing the use of recycled plastic content in our packaging helps meet the future direction of plastic policy and also reduces the carbon footprint of packaging.

Our operations (Scope 1 and 2)

In 2024, we achieved a 69% reduction against our baseline. During the year we completed the expansion of solar installations at our Taicang and Chonburi sites. Almost all of our electricity is from renewable sources and we now have 16 sites generating some of their own renewable energy.

Our ongoing site decarbonisation and energy efficiency programmes are continuing to deliver emissions reductions. We are still aiming to improve energy efficiency with its associated reduction in energy costs. However, many projects have a longer pay-back period and those targeting electrical efficiency will not help reduce our absolute carbon emissions, which is the focus of our attention. We remain focused on reducing our reliance on and use of natural gas and are evaluating alternatives for thermal energy to reduce carbon emissions.

96% of the electricity used across our sites is renewable through a combination of on-site generation, power purchase agreements, green tariffs and renewable energy certificates (RECs). We are progressively moving towards more power purchase agreements and reducing our use of RECs, which helps build resilience in long-term renewable energy sourcing. During the year, we secured power purchase agreements in Poland, Singapore and Bahrain (the latter two are due to come online in 2025).

See our Basis of Reporting for details on the methodologies used to calculate this information at www.reckitt.com/reporting-hub

See pages 218-222 for our Climate-related Financial Disclosures and TCFD statement

See our Sustainability Report for information on our Climate Transition Plan

See our ESG data book for more detailed emissions and energy data

Emissions information[1]

Metric	Unit	2024	2023 (restated)*	2023
Scope 1 emissions	tCO₂e	**107,029+**	114,656	115,705
Scope 2 emissions (market-based)	tCO₂e	**6,714+**	8,842	8,902
Scope 2 emissions (location-based)	tCO₂e	**232,882+**	229,262	241,600
Total Scope 1 and 2 emissions (market-based)	tCO₂e	**113,743**	123,498	124,606
Total Scope 1 and 2 emissions (location-based)	tCO₂e	**339,911**	343,918	357,304
3.1 Purchased goods and services	tCO₂e	**4,126,467**	4,239,379	5,047,000
3.4 Upstream transportation and distribution	tCO₂e	**1,107,400**	1,075,607	1,618,000
3.5 Waste generated in operations	tCO₂e	**26,116**	28,125	28,000
3.6 Business travel	tCO₂e	**43,610**	50,423	159,000
3.9 Downstream transportation and distribution	tCO₂e	**1,560,183**	1,571,522	1,572,000
3.11 Use of sold products (direct only)	tCO₂e	**379,457**	383,274	366,000
3.11 Use of sold products (including indirect)	tCO₂e	**29,417,952**	29,370,005	28,775,000
3.12 End of life treatment of sold products	tCO₂e	**302,091**	291,013	366,000
3.13 Downstream leased assets	tCO₂e	**28,304**	30,481	30,000
Total Scope 3 emissions (direct consumer use only)[3]	tCO₂e	**7,573,628**	7,669,825	9,186,000
Total product carbon footprint (direct consumer use only)[4]	tCO₂e	**7,585,641+**	7,685,717	9,127,034
Scope 1 and 2 GHG emissions intensity (market-based)				
- tCO₂e per tonne of production		**0.04**	0.04	0.04
- tCO₂e/£m revenue		**0.008**	0.008	0.008
Energy consumption resulting in Scope 1 and 2 emissions	MWh	**1,244,716+**	1,270,672	1,220,968
Proportion of energy consumption from UK operations	%	**10**	11	10
Proportion of Scope 1 and 2 emissions from UK operations	%	**9**	12	12

\+ Assured by ERM CVS as part of limited assurance engagement in accordance with International Standard on Assurance Engagement (ISAE) 3000 (revised) and ISAE 3410 for Greenhouse Gas data issued by the International Auditing and Assurance Standards Board. The assurance report, along with the principles and methodologies we use in our reporting, can be found online at www.reckitt.com/reporting-hub

1 We report on emission sources required under the Companies Act 2006 (Strategic Report and Directors' Reports) Regulations 2013 and the Streamlined Energy and Carbon Reporting (SECR) requirements covering the 2024 reporting year (1 January–31 December). Emissions have been calculated in line with the World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol – Corporate Accounting and Reporting (revised edition). Our GHG emissions and energy data includes emissions and energy consumption from operations covered by the Group Financial Statements for which we have operational control

2 The scope of our GHG emissions per tonne of production covers manufacturing and warehousing. Including R&D and offices the GHG emissions intensity per unit of production in 2024 sites only was 0.04 tCO₂e

3 Total Scope 3 emissions includes our total product carbon footprint (where we are targeting a 50% reduction by 2030).

4 Total product carbon footprint is a measure of direct and indirect GHG emissions associated with Reckitt products across the value chain. It includes the following Scope 3 categories 3.1, 3.4, 3.9, 3.11 (Direct), 3.12 and Reckitt's own operations. The methodology is detailed in our Basis of Reporting at www.reckitt.com/reporting-hub

* Restatements: prior year Scope 1 and 2 data has been restated to exclude divested sites and updates to the International Energy Agency GHG emission factors. Prior year Scope 3 data has been restated as a result of methodology improvements. See our Basis of Reporting for details at www.reckitt.com/reporting-hub

Sustainability Performance Review continued

69%

reduction in absolute Scope 1 and 2 emissions vs 2015 (Target: 65% by 2030)

Our value chain (Scope 3)

Our approach to reducing Scope 3 emissions is to focus on the largest emitting categories and the areas in which we have greatest influence.

Most significantly, we introduced product-level modelling to account for the majority of our ingredients and packaging impacts (purchased goods and services), which make up over half of our Scope 3 emissions. As a result, we can more easily identify alternative, lower-carbon ingredients for our raw materials. One example is the bio-based citric acid used in our Harpic power plus deep clean tablets.

Outbound logistics account for almost 10% of our Scope 3 emissions. Through our green logistics programme we have been engaging with our customers, suppliers and distribution centres to evaluate low-carbon road and sea freight options. This includes fuel switches, trialling and scaling the use of electric vehicles and targeting fuel and transport efficiencies by optimising loads.

We continued to support third-party manufacturers through our Supplier Environmental Performance Programme. In partnership with Manufacture 2030, Ricardo and Haleon, we created a toolkit to help suppliers improve resource efficiency and reduce environmental impact in their operations by building awareness of environmental standards, sharing good practice and guidance.

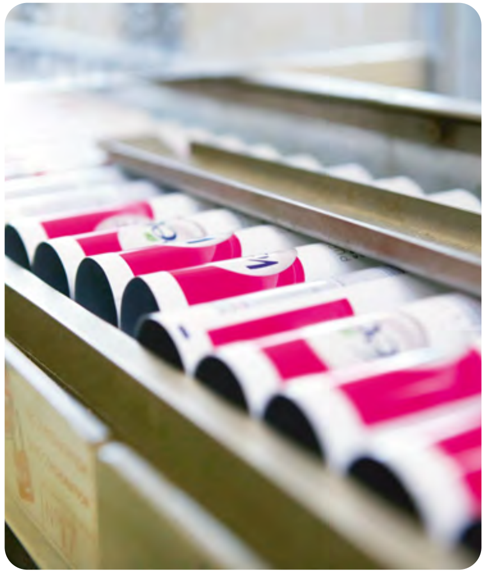
Packaging and waste, circular economy

In 2023, we put additional resources in place to meet our 2025 PCR target and are on track to achieve this. We introduced and increased the use of PCR content in packaging across multiple products including Vanish, Lysol, Harpic, Cillit Bang and Veja.

We continue to make progress in reducing virgin plastic by increasing recycled content and reducing the amount of plastic used. This has been a key focus over the last 18-24 months. Examples include concentrated refills for Dettol and Cillit Bang.

We've also continued our efforts to improve the recyclability of our packaging. Progress is slower than we'd like, however, this reflects industry-wide challenges, combined with a lack of recycling infrastructure and technological solutions. Recyclability is particularly challenging for regulated medicinal and infant nutrition products where packaging materials are intrinsic to the long-term stability and safety of the product. The Ellen MacArthur Foundation (EMF) forecasts that most signatories of its Global Commitment are expected to miss the 100% reusable, recyclable or compostable plastic packaging target. Regardless, we are continuing our efforts to achieve 100% recyclability across our portfolio.

We've achieved zero waste to landfill at all of our manufacturing sites and we continue to reduce waste from our operations.



8%

recycled content (PCR) in plastic packaging (Target: 25% by 2025)

15%

reduction in virgin plastic packaging vs 2020 (Target: 50% by 2030)

Water stewardship, nature-based solutions, deforestation, biodiversity

We're committed to protecting water resources, avoiding deforestation and strengthening biodiversity in key locations. Our focus is on the areas where we can have the most impact.

Our focus on reducing water use has centred around our operations and the catchment areas we are part of, especially in water-stressed locations. We're continuing initiatives to reduce water use in our operations by reusing and recycling water where appropriate, optimising our processes and advancing on-site water stewardship programmes. Water-saving projects in water-stressed locations remain a key part of our strategy for resilience in the long term.

We've now achieved water positivity at two of our sites in India, Hosur and Mysore. For 2024, Mysore was independently verified as water positive by ERM CVS. Projects included digging sunken ponds, restoring tanks, and building small check dams to improve groundwater filtration, rainwater retention and prevent soil erosion. We are advancing similar projects at key sites in Mexico, Pakistan, India and South Africa, partnering with local NGOs and governments to support communities and our sites there.

We continue to consider the overall water footprint of our products. Our near-term focus has been on reducing plastic and carbon in our product portfolio. This focus was essential but meant that actions to reduce our overall water footprint were not given the same priority. As a result, our water footprint increased by 15% versus our 2015 baseline, predominantly driven by consumer use. Our water footprint includes water used by consumers with our products, like bars of soap. This makes reducing our overall footprint more challenging. While we encourage people to use less water, we are also considering other ways to target reductions in our water footprint, both in formulation and in use, enabled by our Sustainable Innovation Calculator.

Sustainability Performance Review continued

We have a long-standing commitment to No Deforestation, No Peat, No Exploitation (NDPE) in our palm oil supply chains. In preparation for EU Deforestation Regulation (EUDR), we identified the impact on our natural raw materials supply chains. While our products are out of scope for EUDR reporting, some ingredients such as palm oil surfactants are impacted. We have engaged our suppliers to ensure we have EUDR compliant material.

We've been a contributing member to the Taskforce on Nature-based Financial Disclosures (TNFD) since 2021 and are an early adopter of the TNFD recommendations.

We have developed a science-based approach to measuring the biodiversity impacts of our sourcing activities on local ecosystems in collaboration with Nature-based Insights.

Our priority natural raw materials include palm oil, latex and cocoa. We are assessing the biodiversity impacts in the landscapes where these materials originate. We then work with a number of partners, like the Earthworm Foundation, to help protect and regenerate those ecosystems, while helping to deliver social benefits to local communities.

2

water positive sites in water-stressed locations where we operate

More detail on our natural raw materials, landscape programmes and our approach to TNFD can be found in our 2024 Sustainability Report

PARTNERING WITH WWF SINCE 2021 TO PROTECT AND RESTORE NATURE FOR A CLEANER, HEALTHIER WORLD

Reckitt and the World Wide Fund for Nature's (WWF) global partnership has focused on water and nature for the past three years, helping to strengthen key water ecosystems and supplies for future generations.

The partnership has helped protect key species through government and community-led initiatives. It has empowered local communities with conservation actions that support livelihoods and economic opportunities.

Reckitt has supported two transformative WWF projects in the Ramganga tributary in India and the Tapajós tributary in Brazil:

- In India, the partnership has replenished over 1 billion litres of water in the Ganga river, influenced water-resource management, and supported sustainable farming practices
- In Brazil, the partnership has reached 3,000 people affected by mercury contamination along the Tapajós tributary of the Amazon river with improved access to safe water

By leveraging the reach and power of Reckitt's brands Finish and Air Wick, the partnership has inspired millions of people to reconnect with nature and take action for our planet:

- Finish and WWF worked in nine countries to protect and restore freshwater habitats. It replenished 500 million litres of water in Norfolk, UK and 335 acre-feet of water in the Upper Rio Grande Basin in the US
- Air Wick and WWF restored and protected 1.3 billion square feet of wildflower habitats across 11 countries and reached over 600 million people

200,000

people positively impacted through the Reckitt and WWF partnership since 2021 (excluding Finish and Air Wick activity)

Photo credit: WWF

The next phase of our partnership aims to:

- Deliver conservation programmes in India, Brazil, Indonesia and Pakistan to help regenerate nature and replenish freshwater
- Help improve sustainability across palm oil supply chains in Indonesia to contribute towards sustainable livelihoods and a lasting, positive impact in communities
- Provide practical solutions to support Reckitt's ambition for water positivity in water-stressed sites by 2030

Sustainability Performance Review continued

FAIRER SOCIETY

We are committed to enabling a fair, diverse and inclusive society as an employer, across our supply chain and through our brands. Our inclusion strategy focuses on who we are as a business and the role we play in society.

Diversity, equity and inclusion in our workforce

Becoming a more diverse and inclusive organisation helps to drive our performance and is key to attracting and retaining talent.

Our commitment to championing different nationalities, ages, backgrounds, identities, beliefs, and cognitive and gender diversity is fundamental to a fair and equitable working environment and our ability to deliver products that reflect the diversity of the consumers we serve around the world.

Nearly half of our employees are women, our manager population is gender-balanced and women make up a third of our senior management team. Gender balance at the highest levels is improving, while we have already achieved 50% women at all management levels by 2030.

51%
women at all management levels

Living Wage

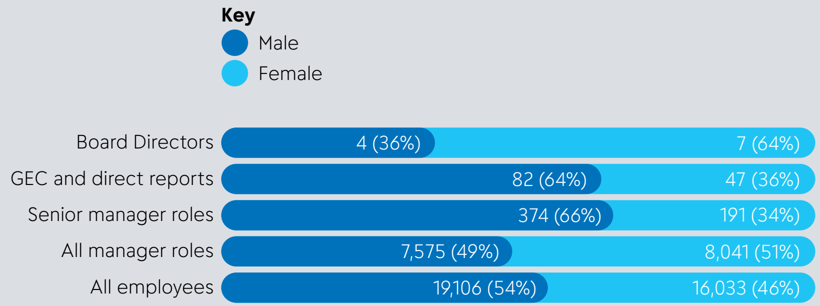
Reckitt achieved Global Living Wage Certification from the Fair Wage Network in December 2024, having already achieved UK accreditation in 2020. This confirms that we pay all our employees in all our markets at least the living wage for that location. We are also committed to paying a living wage for our interns, trainees and apprentices.

Paying a living wage enables workers to meet the basic needs of themselves and their families, including food, housing, education and healthcare. It goes beyond minimum wage and helps people to achieve a sustainable livelihood.

Respecting human rights and empowering everyone in our value chain are at the heart of our efforts. Through our Sustainable Livelihood Framework, we aim to go beyond wages to ensure safe working environments, equality, employment rights, financial security and career development opportunities. By partnering with NGOs, peers, and communities, we focus on addressing critical issues where we can make a lasting impact, building resilience and fairness across the value chain.

More detail in the Directors' Remuneration Report on page 116

Gender diversity



Diversity data is taken as of 31 December 2024 for active Reckitt employees (excluding contractors)
'All management' includes: Executive Committee member, Group leadership team, senior management team, middle manager, manager
Further information on methodology for calculating diversity performance is available in our Basis of Reporting Criteria at www.reckitt.com/reporting-hub

Sustainability Performance Review continued

Advancing global health and hygiene

The global health system is under pressure, with one in two people lacking access to basic healthcare and one in four people living without access to clean water.

We're committed to making sure underrepresented communities have access to the highest-quality health and hygiene, by leveraging innovative finance and scaling local solutions from social entrepreneurs.

Through our iconic Powerbrands, like Durex, Dettol, and Finish, we are driving behaviour change at scale, embedding lasting habits and breaking the chain of infection.

Programmes are funded via our Global Access Fund[1] supported by our commitment to invest 1% of our adjusted operating profit across a three-year average into social impact. Through the fund, we put a specific focus on advancing gender-transformative initiatives, prioritising the needs of women and girls.

We've almost reached our goal of positively impacting 30 million people by 2030, reaching 29 million people to date. More broadly, we have exceeded our target to engage two billion people with purpose-led partnerships, programmes and campaigns to promote awareness for a cleaner, healthier world.

More detail on our social impact programmes can be found in our Social Impact Report

29mn

people positively impacted by our social impact investments (cumulative since 2020) (Target: 30 million people by 2030)

2.3bn

people engaged through our purpose-led partnerships, programmes and campaigns (cumulative since 2020)

1 Formerly the Fight for Access Fund

IMPROVING ACCESS TO CLEAN WATER, SANITATION AND HYGIENE

Since 2019, Reckitt and Water.org have brought water and sanitation to over 2.4 million people in India, Indonesia and Kenya, and soon in Nigeria.

Our longstanding partnership with water.org is driving scalable impact to enable access to household water and sanitation solutions for millions of people. Now, we are extending the microcredit model to Nigeria. Together, we are working to reach five million people with lasting access to safe water or sanitation by 2030.

In September, we announced our latest $5 million investment into WaterEquity's impact funds, supporting climate-resilient infrastructure. We continue to drive catalytic impact, re-investing the yields of the funds to further scale our impact work with water.org.

Photo credit: water.org

ACCESS HUB

We harness innovation and entrepreneurship to drive transformative impact. Since 2022, we've built a network of over 50 social innovators, improving global health and hygiene.

Through Reckitt's Access Hub, we are adopting a strategic, portfolio-driven approach to scale our efforts in capability building, mentorship and financial support for innovative social entrepreneurs around the world. Together with our partners like Yunus Social Business and Health Innovation Exchange, we are creating a powerful ecosystem of collaboration and sustainable change that addresses some of the world's most pressing challenges.

By partnering with social innovators, we are fostering a community of cutting-edge solutions in health and hygiene. A specific focus is on investing in women-led ideas and integrating the solutions into our value chain.

For example, our factories in South Africa and Indonesia have partnered with Eco-Soap Bank to recycle soap waste that is then distributed to vulnerable communities and used in our Dettol Hygiene Quest programme.

In Pakistan, Reckitt has provided funding and mentorship to the social enterprise Tayaba which has launched an atmospheric water generator that creates safe drinking water from the humidity in the air. They continue to scale their impact in the region.

Dr. Shamim Nabuuma, founder and CEO of Chil AI Lab, has provided healthcare services to rural communities in Uganda for several years. She is now our partner to deliver the country's first Hygiene Quest programme.

Our social entrepreneurship hub is a key pillar of our impact work. As we look forward, we will continue to scale innovative solutions to local problems and leverage our network to drive systemic change.

NON-FINANCIAL AND SUSTAINABILITY INFORMATION STATEMENT

We are committed to the 10 principles of the UN Global Compact in the areas of human rights, labour, the environment and anti-corruption.

	Relevant policies and risk management processes	Additional information
Environmental matters	Our **Environmental Manufacturing Policy** sets out our objectives for reducing our environmental impacts. It requires compliance with relevant legislation, consideration of environmental issues in key decisions, and engagement with multiple stakeholders for better environmental performance which is monitored through our **Group Environmental Management System**. Our Supply Chain Leadership team routinely monitors environmental performance, including progress on our climate ambitions through our operational programmes. These are also reviewed at Group and Board level on a quarterly basis. Our **Sourcing for Sustainable Growth Policy** sets out Reckitt's human rights, health and safety, environment and sourcing requirements for all business partners. The policy details six responsible sourcing principles that drive us to conduct business with honesty and integrity, respect human rights, provide a safe and healthy working environment, use safe and sustainable ingredients, source raw materials responsibly, protect the environment and reduce environmental impact. The policy applies to Reckitt employees and third parties.	Environmental Performance Review, pages 46-48
Employees	Reckitt's **Code of Conduct** governs standards of conduct in relation to our employees, as well as our stakeholders. All employees must complete Code of Conduct training and are encouraged to refer to the code frequently to ensure the right decisions are made. In addition, Reckitt has policies committing to equal opportunities at work and to providing a safe and healthy working environment. Health and safety performance is monitored through our **Group Occupational Health and Safety Management System**, enabling us to investigate any incidents and take any necessary action. We have a **Speak Up Policy** and process, allowing any employee or third party to confidentially report a violation of the Code of Conduct, local law or regulation, or unethical behaviour.	Social Performance Review, pages 49-50 People and Culture, pages 8-9
Human rights	Respecting human rights is an absolute and universal requirement and through our **Code of Conduct** we set out our commitment to respecting the fundamental human rights defined in the UN Universal Declaration of Human Rights. Our Labour and Human Rights Standard sets out the requirements and practices expected of our supply chain. Our **Sourcing for Sustainable Growth Policy** (see above) also encompasses principles of the International Bill of Human Rights and the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work. We also follow the UN Guiding Principles on Business and Human Rights and Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises. Our Supply Chain Leadership team monitors our human rights and labour standards assessment programme on a monthly basis, while these are also reviewed at Group and Board level on a quarterly basis.	See our Modern Slavery Statement
Social and community matters, including consumers	Reckitt's **Product Safety Policy** describes our approach to safety assurance for products, covering product development; monitoring in-use safety and feedback from users; and reacting promptly and effectively to mitigate potential harm. In addition, our **Responsible Marketing Policy** covers the full marketing lifecycle of our products and applies to all marketing communications and channels. It applies to everyone at Reckitt and external parties. We perform ongoing audits and adherence checks on policy implementation. We also monitor consumer, customer and employee feedback on an ongoing basis, through our consumer care lines or our Speak Up Line.	Social Performance Review, pages 49-50 See our 2024 Sustainability Report
Anti-bribery and corruption	Our policy is that all Reckitt companies, employees and contractors must comply with the anti-bribery, anti-corruption and competition laws of all countries in which they operate. Directors and managers must ensure that the employees and contractors they supervise are aware of and comply with this policy. All employees and contractors must certify annually that they have complied with our **Code of Conduct**, and the Audit Committee reviews internal audit findings in relation to this.	

Emissions information	Page 46
Climate-related financial disclosures	Our climate-related financial disclosures can be found on pages 218-222 and are incorporated into the Strategic Report by reference
Diversity information	Page 49
Policy embedding, due diligence and outcomes	Risk Management, page 52
Principal risks and impact of business activity	Pages 53-55
Description of business model	Pages 10-15
Non-financial key performance indicators	Page 37

Risk Management

RISK MANAGEMENT AT RECKITT

Taking and managing risk are essential to the way we operate and to growing our business safely, effectively and sustainably. They are fundamental to both good management practice and to the successful delivery of our strategic priorities.

Our risk management framework

Our risk management framework provides a consistent approach to risk management across the organisation and facilitates the timely communication of risks to ensure the right people at the right level are managing the right risks.

Risk appetite

The Board interprets risk appetite as the level of risk that the Company is willing to take to meet its business objectives. The Board's appetite for risk is communicated to the organisation through our strategic and business planning process and control frameworks. The Board recognises that not only does risk mitigation need to be proportionate to the benefit gained, but also carefully balanced with a degree of flexibility to support Reckitt's dynamic and entrepreneurial culture.

In assessing risk appetite, the Board reviews the three-year business plan and associated strategic risks. The risk appetite for specific financial risks such as funding and liquidity, credit, counterparty, foreign exchange, interest and commodity risk is set out in the Board-approved treasury policies. Compliance with our safety standards and our legal and regulatory requirements is mandatory.

Risk governance

Reckitt's risk governance model supports our risk management framework and enables effective management and reporting of material risks. Reckitt operates a three lines of defence model which assigns clear roles and responsibility for the management of risk. The Board has overall responsibility for the management of risk and the Audit Committee monitors the effectiveness of our risk management and internal controls framework.

Board oversight is achieved through several mechanisms which include strategic reviews, Committee meetings and focused reviews into selected risk areas.

Ownership and day-to-day management of principal risks reside with the GEC. There is an accountable GEC owner for each principal risk.

Throughout the year, Group and management level risk and compliance committees across the business have supported the GEC in its oversight role. These are embedded within the governance structure of the organisation, with escalation between committees as needed. They meet quarterly to review, challenge and monitor risk management activities.

Risk management process

Our risk management process delivers simple and effective risk management which supports business operations and allows management and the Board to fulfil their duties under the UK Corporate Governance Code. This ensures that we are appropriately prioritising our efforts and resources to manage our risks.

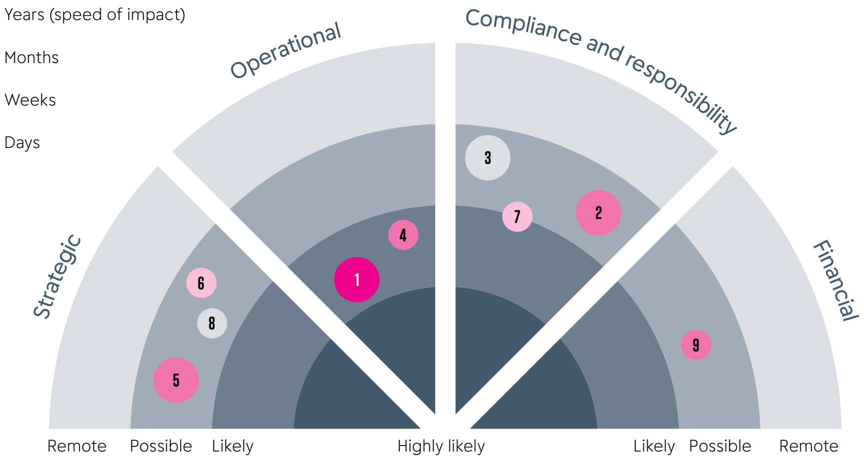
Our Group Risk team, part of the wider Internal Audit and Risk function, facilitates the risk management process. The Group's risk profile is reviewed biannually, with risks assessed across a timeline of up to three years, and prioritised based on impact, likelihood and

Key

- Minor impact
- Moderate impact
- Major impact
- Severe impact
- Years (speed of impact)
- Months
- Weeks
- Days

Principal risk

1. Technology resilience and information security
2. Product integrity
3. Legal and compliance
4. Supply chain continuity and resilience
5. Business transformation
6. Geopolitical instability
7. ESG transition
8. Product innovation
9. Macroeconomic uncertainty



speed of impact, which reflects the time we would have to react should a risk materialise.

The risk profile is used as an input to the Viability Statement assessment.

Our principal risks

Our principal risks continue to evolve in response to our changing environment. During 2024 business transformation was elevated to a principal risk due to the organisational change underway to simplify the organisation for accelerated growth. While the likelihood and impact of the remaining principal risks are broadly consistent with 2023, some related risks have been combined to provide a clearer understanding of the risk profile and to support more efficient risk mitigation strategies. These include:

- Cyber security risk has been expanded to technology resilience and information security to include related threats to critical systems and data and to ensure mitigation efforts are focused on a broad spectrum of vulnerabilities
- Product safety and compliance with product regulations have been combined into an overall product integrity risk to provide a comprehensive framework which ensures all aspects of product-related risks are addressed cohesively
- Supplier disruption and reliance on key manufacturing sites have been merged into supply chain continuity and resilience to address the interdependencies between supply chain stability and manufacturing capabilities and allow development of contingency plans for critical manufacturing processes

Risk Management continued

Link to strategy
Portfolio value creation Product superiority Win in market Fixed cost optimisation

OUR PRINCIPAL RISKS

Risk	What is the risk and impact?	Examples of how we are managing the risk	Mitigation progress this year
Business transformation **Link to strategic priorities:** **Risk classification:** Strategic **Risk trajectory:** New **Risk rating:** Major **Speed of onset:** Weeks **Oversight Committee:** Board	The uncertainty inherent in the large-scale organisational change underway risks the loss of management or key personnel, disruption of short-term operations and change fatigue, adversely affecting performance. Additionally, failure to prioritise resources effectively to achieve targets could jeopardise the delivery of our medium and long-term growth ambitions.	• A steering committee is in place to oversee the programme and reviews resourcing and capacity to ensure minimal disruption to operations • Dedicated Project Management Office (PMO) supported by external experts, which actively monitors key performance indicators (KPIs) and resource capacity, including metrics on talent retention • The portfolio of existing programmes has been reprioritised to create organisational capacity for the reorganisation • Talent retention plans in place for critical roles • Regular employee communications-monthly senior leadership calls and briefing packs, and central transformation hub with relevant information and updates in place • External advisors for key elements of the programme-McKinsey, EY and BCG-on both the transformation and separation • Operating model clarity, decision-making rights and governance deployed to all functional leaders across core Reckitt, Essential Home and Mead Johnson Nutrition for January 2025 • Separation principles and perimeter defined to ensure clear work plan and resourcing in 2025	• New principal risk in year
Geopolitical instability **Link to strategic priorities:** **Risk classification:** Strategic **Risk trajectory:** Increasing **Risk rating:** Moderate **Speed of onset:** Months **Oversight Committee:** Board	Reckitt operates in a challenging and unpredictable trading environment influenced by various external factors that can impact our operations and financial performance. Geopolitical events such as conflicts, trade wars, economic sanctions, and political polarisation create disruptions, adding to the complexity of our operating environment.	• Our three-year plan takes into account current and potential future challenges • We maintain an extensive network of local regulatory and external affairs teams, which together with external advisors closely monitor the political and geopolitical environment • Our Issues and Crisis Management team supports the business with market-specific risk assessments and resources to support with regional issue and crisis management • Geopolitical risk is considered within our business continuity planning for the resilience of our supply chain • Our Corporate Security function identifies potential threats through the Corporate Security programme and supports the business with horizon scanning activities	• The GEC provides oversight over the management of the Group's geopolitical risk profile • To enhance manufacturing resilience, we are regionalising our supply chain, including building redundancies within the network to mitigate disruptions and risks from geopolitical instability • Ad hoc horizon scanning and scenario planning activities are undertaken by the GEC and in-country management teams
Product innovation **Link to strategic priorities:** **Risk classification:** Strategic **Risk trajectory:** No change **Risk rating:** Moderate **Speed of onset:** Years **Oversight Committee:** Board	Our continued growth and success depend on our ability to innovate, produce relevant products, and maintain our value proposition. Failure to anticipate and respond to evolving consumer trends, invest in research and development, and launch and market new products could lead to diminished brand presence and loss of market share and profitability.	• Consumer trends, behaviour and needs are analysed through our demand-centred growth process based on targeted consumer segments • Innovation projects follow a standardised operating model, which includes defined stage gates and cross-functional approvals, with oversight from our category and R&D teams • Product development reporting provides visibility over our innovation pipeline • Continued investment in our science platforms to create superior, longer-term and differentiated products, strengthen our claims and lead with consumer-relevant solutions • We work closely with external partners to drive innovation in key areas like sustainability and new technologies	• Move to a simplified organisational structure with a unified category growth organisation accountable for delivering consumer insights, category expertise and innovation from 2025 • To support the longer-term growth ambitions in China, we are establishing a Global R&D Centre of Excellence in Shanghai, to drive enhancements in innovation through collaboration, science capabilities and talent development • We are exploring the possibilities of generative AI with the aims of enhancing product superiority and increasing speed to market

Risk Management continued

Link to strategy
Portfolio value creation · Product superiority · Win in market · Fixed cost optimisation

Risk	What is the risk and impact?	Examples of how we are managing the risk	Mitigation progress this year
Technology resilience and information security **Link to strategic priorities:** **Risk classification:** Operational **Risk trajectory:** No change **Risk rating:** Major **Speed of onset:** Days **Oversight:** Board	Reckitt's increasing reliance on digital technologies for operations, supply chain management, and consumer engagement exposes the organisation to cyber attacks, IT system failures, and potential data breaches which could lead to disruption of critical operations, unauthorised access to sensitive data and non-compliance with regulatory requirements.	• We operate a Group-wide cyber security control framework, aligned with industry standards, including ISO and National Institute of Standards and Technology (NIST) • We undertake regular horizon scanning and threat detection activities, perform penetration testing and work closely with our third parties and partners to manage cyber risk • Robust Information Technology and Digital (IT&D) Controls Framework in place including policies, standard operating procedures and training covering governance, third-party vendor management, service continuity and recovery management and responsible AI • Access restrictions are in place for any publicly available AI and machine learning solution • Mandatory cyber awareness training is rolled out across the Group as part of our compliance training programme	• We continue to invest in our digital manufacturing infrastructure to improve cyber security on the factory operating technology network. The programme is in place to address all factory sites to improve protection and recoverability of the factory estate • Responsible AI Policy, principles and SOPs to assess and mitigate the risks relating to the creation and adoption of AI tools were rolled out. A baseline AI training module was developed for all relevant employees • Our Cyber team has updated the endpoint protection solution to improve detection and protection from malware. We also continue to enhance our identity and access management capabilities (which also support compliance with UK SOX legislation)
Supply chain continuity and resilience **Link to strategic priorities:** **Risk classification:** Operational **Risk trajectory:** No change **Risk rating:** Major **Speed of onset:** Weeks **Oversight Committee:** Board	Our ability to source materials and manufacture and distribute our products through our global network relies on complex manufacturing and supply chain processes. Operational failures, supply chain disruptions, and process inefficiencies, or more broadly, large external events like extreme weather or infrastructure failures could disrupt or halt operations.	• We carefully monitor all our third-party suppliers through our supplier management programme and our Procurement team regularly risk assesses our suppliers and entire direct material portfolio across multiple dimensions using our supplier vulnerability tool. We also map our suppliers further up the value chain to identify any potential geographic concentration risks • Action plans, centrally tracked and monitored through our quarterly Supplier Risk Committee, are in place for critical suppliers to ensure continuity of supply in the event of a disruption. Where possible, these include business continuity planning and the qualification of alternative suppliers • Each of our manufacturing sites is classified through a three-tier system based on revenue dependency or criticality to market. This drives our site inspection programme with Tier 1 sites being subject to more regular inspections	• We have continued to de-risk our sourcing of critical materials through the qualification of alternative suppliers and have reduced the number of highly critical materials by 14% since 2023 • Key initiatives have been launched to strengthen our manufacturing resilience including regionalising the supply chain, reducing obsolescence, further developing and standardising business continuity plans across factories and reviewing our network master plan to enhance overall resilience • In December we acquired a new manufacturing site in North Carolina, US, for over-the-counter (OTC) products. Given Reckitt's ambitions to grow the business further, the acquisition of this new facility, which we anticipate will begin production in 2027, is a key part of our Future Factory Network Plan
Product integrity **Link to strategic priorities:** **Risk classification:** Compliance and responsibility **Risk trajectory:** No change **Risk rating:** Major **Speed of onset:** Weeks **Oversight Committee:** Compliance Committee	Our broad portfolio includes products that are ingested, inhaled or have direct skin contact. Some may contain hazardous chemicals. Failure to meet quality, safety, and regulatory standards could lead to potential harm to consumers, product recalls, and legal liabilities, and impact consumer confidence in our brands.	• Our Regulatory Intelligence framework performs horizon scanning to help identify new and emerging regulatory changes and trends in enforcement practice • Our Ingredient Steering Group monitors regulatory developments, reviews classification changes and completes impact assessments utilising our Restricted Substances List • A robust quality management system (QMS) is in place underpinned by policies, operating procedures and systems. This is subject to regular independent audits, and our internal Quality Audit team also audits internal functions to ensure compliance • Our Quality, Regulatory and Safety Council collectively addresses product integrity-related risks • Our Consumer Safety team conducts holistic product safety assessments during the product development lifecycle • We have an adverse and critical events process, and our dedicated Consumer Care and Vigilance teams monitor and respond to product quality or safety issues • We use data generated from our Consumer Safety, Evidence Generation and Clinical Research functions to support our claims	• We launched a new Regulatory Intelligence system during the year to capture data related to emerging regulatory changes • We developed, launched and optimised a new Consumer Safety CARA System, enabling the generation of automated safety assessments and our technology risk vigilance platform is now operational • Established an EU Green Deal programme to bring our product portfolio into compliance with new EU regulations, such as the General Product Safety Regulation • Our quality organisation has consolidated under R&D to ensure quality oversight throughout the end-to-end product lifecycle • We have digitised our quality management system and continue to develop and launch modules, including new audit management functionality

Risk Management continued

Link to strategy
Portfolio value creation · Product superiority · Win in market · Fixed cost optimisation

Risk	What is the risk and impact?	Examples of how we are managing the risk	Mitigation progress this year
Legal and compliance **Link to strategic priorities:** Win in market **Risk classification:** Compliance and responsibility **Risk trajectory:** No change **Risk rating:** Major **Speed of onset:** Years **Oversight Committee:** Compliance Committee	Reckitt operates in various countries with diverse regulatory environments. Failure to meet legal, regulatory, and corporate responsibility commitments could impact our reputation with our consumers, investors, and stakeholders. Additionally, operating in litigious environments increases litigation risk, potentially leading to significant legal costs, settlements, and reputational damage.	• A global Ethics and Compliance programme is in place which covers key areas such as anti-bribery, sanctions, competition and data privacy. The programme incorporates annual training, 'Speak Up' hotline, compliance policies and procedures, targeted risk and control assessments and third-party due diligence • Embedded Legal and Compliance teams, supported by external experts as needed, to help us identify, understand and comply with current and emerging regulatory obligations • Group Privacy Office (GPO) and in-market privacy programmes to support the business and provide oversight of data protection policy compliance • Disputes and litigation are supervised by senior members of the Legal team, with General Counsel oversight of significant Group matters	• To further enhance our programme, we undertook a comprehensive mapping of the key risks within the scope of ethics and compliance. This mapping will inform continued improvement of risk assessment activities, the definition of more effective mitigating actions, the improvement of monitoring processes, and the better allocation of resources • We undertook a review of our third-party due diligence programme which has led to the creation of a transformation plan to address those aspects of the programme requiring improvement • Development of a procedure to risk assess the use of AI
ESG transition **Link to strategic priorities:** Portfolio value creation, Product superiority, Win in market, Fixed cost optimisation **Risk classification:** Compliance and responsibility **Risk trajectory:** No change **Risk rating:** Moderate **Speed of onset:** Months **Oversight Committee:** Board	Changes in the regulatory environment and shifting stakeholder expectations emerging from the transition to a more sustainable, net zero economy creates significant uncertainty for Reckitt. There is a risk that we fail to deliver our ESG programme or deliver against our Sustainability Ambitions.	• We have a clear set of Sustainability Ambitions with measurable, time-bound targets. Performance is centrally coordinated, monitored and reported. See page 45 Programmes to meet our targets are implemented by our Brands, Supply Chain, R&D, and Safety, Quality and Regulatory Compliance teams • A Group Sustainability function leads sustainability-related strategy development, compliance and reporting to support performance management and disclosure. A cross-functional steering committee provides governance and oversight across key ESG transition risks and sustainable product activities • Tools have been developed to support the delivery of our Sustainability Ambitions, including our Sustainable Innovation Calculator. This has been implemented across our innovation pipeline to quantify sustainability improvements across carbon, water, plastics and packaging, ingredients and overall extended producer responsibility (EPR) risk • Carbon footprint modelling enables targeted activity for decarbonisation	• We continue to deliver on our operational carbon, plastics, water catchment, and waste reduction targets. We have surpassed our initial targets for direct emissions and are now focusing on reducing Scope 3 emissions • CSRD, EU Green Deal and EU Taxonomy programmes are underway, with associated IT&D development, to prepare for requirements ahead of 2026. This includes an updated double materiality approach in line with CSRD • Carbon footprint modelling has been strengthened to prioritise reduction levers for Scope 3 emissions and support the development of more detailed transition plans targeting areas of highest carbon for greatest impact • Ongoing programmes of supplier auditing and development to ensure compliance with human rights and labour standards, and sustainable sourcing (i.e. avoiding risks of modern slavery and deforestation)
Macroeconomic uncertainty **Link to strategic priorities:** Portfolio value creation, Product superiority, Fixed cost optimisation **Risk classification:** Financial **Risk trajectory:** Increasing **Risk rating:** Moderate **Speed of onset:** Weeks **Oversight Committee:** Board; Audit Committee	Adverse economic conditions, coupled with high levels of volatility and unpredictability in the macroeconomic environment, could impact our ability to deliver consistent and predictable growth. Fluctuations in interest rates, currency exchange rates, and inflation can adversely affect our financial performance and strategic objectives. This risk is further exacerbated by potential changes in tax laws, financial compliance requirements, and regulatory frameworks, which may lead to increased operational costs and compliance requirements.	• Ongoing monitoring of local and global key macroeconomic indicators and their consequent impact on our business performance • Interest rate and foreign exchange risks are centralised into Group Treasury to provide expertise, control and economies of scale in managing and reporting on these financial risks in line with Group-wide policies and procedures • Key commodities' prices are managed on an ongoing basis by our supply teams and communicated across the Group • Our partnerships with external tax advisors help us understand and remediate the tax implications of changes in organisational structure and the impact of any regulatory or other legislative changes, helping inform the need for central provisioning for anticipated exposure	• Our Planning and Forecasting Programme is now live across Europe, Asia, Africa and the Middle East, with North America and Latin America to go live during 2025. We anticipate that its adoption across these markets, along with its integration with demand and sales planning, will provide greater visibility into forecast horizons and enable the Group to enhance its scenario planning and risk management capabilities across the business

Risk Management continued

Link to strategy
Portfolio value creation · Product superiority · Win in market · Fixed cost optimisation

EMERGING RISKS

Our risk profile will continue to evolve as a result of future trends and uncertainties. Emerging risk and horizon scanning is integrated into our standard risk management process and provides a forward-looking view of major trends that have the potential to impact our business across a longer time horizon (>three years). Emerging risks are monitored to understand the potential impact on our business and to allow timely decision-making.

Risk	Description	How are we preparing?
Science and technology disruption **Link to strategic priorities:**	The rapid pace of advancements in science and technology has the potential to significantly disrupt the categories in which we operate. Innovations in areas such as biotechnology and digital health could redefine consumer expectations and competitive dynamics.	• External partnerships allow us to participate in leading research around hygiene interventions and the development of emerging treatments • Our R&D and Science teams actively engage with the scientific community through participation in conferences, thought leadership and research projects. Working with this consortium of external experts helps us to stay abreast of leading developments in science and regulatory affairs and the impact of emerging technology • Horizon-scanning activities undertaken internally across a number of teams, including the Corporate Development team and individual brand teams, helping to identify threats and opportunities in each category
Artificial intelligence **Link to strategic priorities:**	Failure to adopt and integrate advanced AI technologies could result in significant competitive disadvantage. This includes the risk of lagging behind industry peers which leverage AI for enhanced decision-making, operational efficiency, innovation and customer engagement. The inability to keep pace with predictive and generative AI may lead to loss of market share.	• Reckitt AI and Machine Learning (ML) Community of Practice established an AI and ML Idea Factory to target areas where AI and ML can be used to drive innovation and enhance the business • Pilots launched to help illustrate how GenAI can enhance both productivity and growth • We have been working to develop our own tools and validate how we can reinvent the way marketeers work at Reckitt end to end
Sector consolidation **Link to strategic priorities:**	Consolidation in the number of players together with higher levels of competition for potential acquisition targets may impact our ability to drive inorganic growth.	• Corporate Development team responsible for identifying, evaluating and executing Reckitt's global M&A opportunities • Competitive scanning activities to identify potential mergers, acquisitions, divestments, joint ventures or long-term partnerships • Corporate Development partners closely with the in-market teams which actively manage the portfolio to help establish clear and prioritised inorganic business development objectives, so the business is focused on the right targets that will help create long-term value

Our Viability Statement

THE ASSESSMENT PROCESS AND KEY ASSUMPTIONS

The Board's Viability Review is based on the Group's strategy, its long-term financial plan and its principal risks.

A financial forecast covering a five-year period was prepared (the base case). This period was selected as it is the period covered in the Group's long-term forecasting process, based on the budget and projections for the following years and covers the introduction to market of the current new product pipeline. The period also covers the majority of Reckitt's debt repayment profile.

The financial forecast is based on a number of key assumptions aligned to the Group's growth strategy, planned capital spending and capital allocation policy. The assessment of viability takes into account the Group's cash flow, its currently available banking facilities and interest cover ratios in relevant financial covenants, and does not assume the raising of additional new debt or equity finance. If Reckitt performs in line with the base case forecasts, it will have sufficient funds to trade, settle its liabilities as they fall due, remain compliant with financial covenants and remain viable. Moreover, the Group has access to external debt markets on account of its credit rating together with a well-diversified supplier network, customer base and product range, and geographical activities with a strong innovation pipeline and dividend cover.

Assessment of principal risks and viability

To further test the robustness of the base case forecast, further analyses were prepared to consider the viability of the business in the event of adverse unexpected circumstances. Such adverse circumstances were modelled primarily upon the crystallisation of the Group's principal risks (see pages 53-55, including how we are managing the risk). Principal risks have the potential to create adverse circumstances for the Group and can occur individually or in combination with each other. The assessment of viability considered the implications of crystallisation of each principal risk and estimating the impact on interest cover ratios and headroom over available borrowing facilities.

These principal risks were aggregated to create two scenarios, which model plausible downside scenarios of increasing severity based on: (i) crystallisation of principal risks including litigation deemed to have the most significant potential impact on viability; and (ii) crystallisation of all principal risks and the impact of adverse movements in foreign exchange and interest rates. The principal risks that were evaluated also include the failure to address existing and emerging environmental, social and governance (ESG) and sustainability risks and the changing societal and stakeholder expectations of businesses in addressing these. The Board has also considered the potential impact of changes to environmental factors which may affect the business model and performance in the future, as set out in the Taskforce on Climate-related Financial Disclosures (TCFD) statement on pages 218-222. The analysis indicated that even with unexpected events occurring immediately and in combination, Reckitt would still have sufficient funds to trade, settle its liabilities as they fall due and remain compliant with financial covenants.

The Board has further considered the occurrence of a Black Swan event: an event of greater adversity than those modelled above, with sufficient potential impact to risk the future of Reckitt as a strong and independent business operating in its chosen markets. The occurrence of a major issue could result in significant reputational impact, a substantial share price fall, significant loss of consumer confidence and the inability to retain and recruit quality people. Such an event could have an impact on the viability of the business. On the basis of a comprehensive set of mitigating controls in place across the business, considering the unknown nature of a Black Swan event and that its occurrence is considered highly unlikely, it has not been included in the Viability Review.

Viability Statement

The Board believes that the Group is well-positioned to manage its principal risks successfully. The Board's belief is based on consideration of the historic resilience of Reckitt and has taken account of its current position and prospects, the actions taken to manage the Group's debt profile, risk appetite and the principal risks facing the business in unexpected and adverse circumstances. Mitigating actions, should they be required, are all within management's control and could include reduced capital expenditure or temporary suspension of dividend payments.

Conclusion

As a result of the Viability Review, the Board has a reasonable expectation that the Group will be able to continue in operation and meet its liabilities as they fall due over the five-year period covered in the Viability Review.

The Strategic Report, as set out on pages 1-57, has been approved by the Board.

Catheryn O'Rourke
Company Secretary
Reckitt Benckiser Group plc

5 March 2025