

SPECIAL DIVIDEND AND SHARE CONSOLIDATION MECHANICS

JANUARY 2026

This presentation is not a full description of the proposed special dividend and share consolidation to be undertaken by Reckitt and should not be regarded as a substitute for reading the full circular and notice of general meeting published on 7 January 2026 ("Circular"). The Circular should be read in full for further information and before making any voting decisions and shall prevail in case of any inconsistency with this presentation.

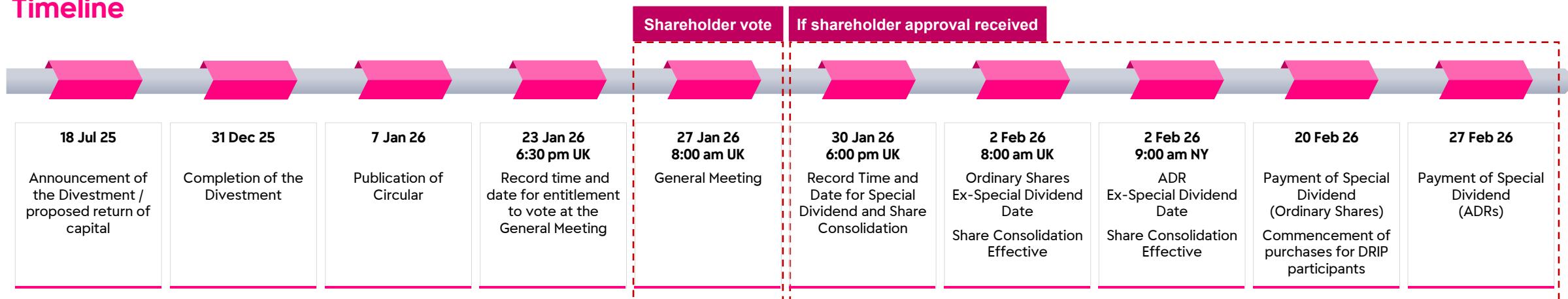


reckitt

Overview

- On 18 July 2025, Reckitt Benckiser Group plc ("Reckitt") announced its intention to return excess capital from the sale of its Essential Home business ("Divestment") to shareholders through a special dividend and an associated share consolidation
- Following completion of the Divestment on 31 December 2025, Reckitt proposes to return **c. £1.6Bn** to ordinary shareholders by way of a **special dividend of £2.35 per ordinary share**
- To maintain comparability of the share price, earnings per share and dividends per share before and after the special dividend so far as possible, Reckitt intends to implement a **share consolidation** immediately following the record date for the payment of the special dividend. This will reduce the number of shares in circulation and therefore the number of shares held by each shareholder, but will ensure that, as far as possible, all shareholders retain the same proportionate interest in Reckitt
- The special dividend and share consolidation are subject to shareholder approval at a **general meeting** to be held at **8:00 am on 27 January 2026 at Slaughter and May, One Bunhill Row, London, EC1Y 8YY ("General Meeting")**
- The special dividend will be paid on **20 February 2026 ("Payment Date")** to eligible shareholders who hold shares at **6:00 pm on 30 January 2026 ("Record Date")**
 - Eligible shareholders can choose to receive the special dividend either as **cash OR reinvested in Reckitt shares⁽¹⁾**
- Ordinary shareholders will receive **24 new shares for every 25 existing shares** held on the Record Date

Timeline



Notes: 1. Please note that, on this occasion, it is only possible to make full, not partial, Dividend Reinvestment Plan ("DRIP") elections

Frequently Asked Questions

Special Dividend

What is a special dividend?

A special dividend is a payment to shareholders, separate from the normal dividend cycle. It is a way to return additional capital to the shareholders.

How much will I receive?

Subject to approval at the General Meeting, you will receive £2.35 per ordinary share held by you as at 6:00pm on 30 January 2026. We have provided examples of typical proceeds of the special dividend:

Number of ordinary shares held	100	250	500	1,000
Total special dividend payable	£235.00	£587.50	£1,175.00	£2,350.00

When will I receive it?

Subject to approval at the General Meeting, the special dividend will be paid on 20 February 2026 ("Payment Date") to eligible shareholders who hold shares at 6:00 pm on 30 January 2026 ("Record Date").

What does this mean for my ordinary dividend?

Your ordinary dividend payments are not affected by the special dividend. They will continue to be paid according to the usual schedule and at the declared rate, unless Reckitt announces any changes separately.

Share Consolidation

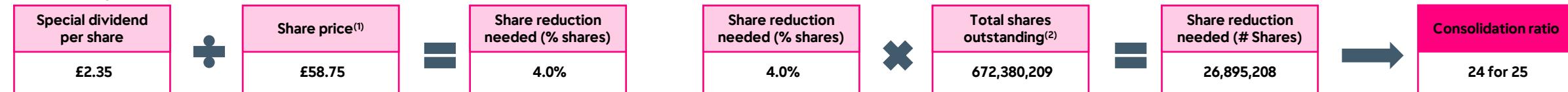
What is a share consolidation?

A share consolidation reduces the total number of shares in issue. Each shareholder exchanges a set number of their existing shares for a set number of new shares, such that the proportion of total number of shares held by each shareholder will remain unchanged (subject to fractional entitlements) before and after the share consolidation.

If the share consolidation was not undertaken, as Reckitt no longer owns the Essential Home business following the Divestment and following the payment of the special dividend, the value of Reckitt's shares would likely decrease given the value distributed out of the business through the special dividend. The purpose of the share consolidation is accordingly to maintain comparability of the share price, earnings per share and dividends per share before and after the special dividend.

Why has this consolidation ratio been used?

The following calculations have been used to determine the share consolidation ratio:



What happens to my Reckitt shares?

Subject to approval at the General Meeting, as a result of the share consolidation, for every 25 ordinary shares that you hold at 6:00pm on 30 January 2026 you will receive 24 new ordinary shares, as determined by the consolidation ratio. These new ordinary shares will have a nominal value of 10 5/12 pence and shall continue to be traded as they are currently.

It is anticipated that the total of the amount of special dividend paid to you plus the total value of your new ordinary shares shall be equal to approximately the total value of your existing ordinary shares.

Please note that the actual value may increase or decrease following the special dividend and share consolidation due to movements in Reckitt's share price following the calculation of the share consolidation ratio.

Notes: 1. Based on assumed share price at close of business on Record Date 2. Total shares outstanding as at COB on the Latest Practicable Date, 2 January 2026

Frequently Asked Questions (cont'd)

Share Consolidation (cont'd)

What happens to any fractions arising in respect of my Reckitt shares?

As all the existing ordinary shares will be consolidated, you will still hold the same proportion of new ordinary shares in Reckitt as you did prior to the share consolidation. In some circumstances, where the consolidation ratio is applied to the number of ordinary shares held by you as at 6:00pm on 30 January 2026 it may result in fractional entitlements to new ordinary shares. After completing the share consolidation all fractional entitlements to the new ordinary shares will be combined, aggregated and then sold in the market. Proceeds of less than £5 from the sale of fractional entitlements, after deduction of expenses associated with the sale, will be donated to the British Red Cross. Any amounts above £5 will be returned to you.

Please note, as set out in the Circular, any shareholders holding only one ordinary share will no longer hold any shares in Reckitt following the consolidation and will cease to be shareholders.

Why is the nominal value of 10p per share changing?

Nominal value is different to the market value per share that you see quoted on the stock exchange. On the consolidation, the nominal value of 10p per share will increase in proportion to the consolidation ratio meaning post consolidation, the nominal value per share will be 10 5/12 pence.

Dividend Reinvestment Plan ("DRIP")

What is the DRIP?

Reckitt currently operates a DRIP under which eligible shareholders may use their dividends to buy additional Reckitt shares.

How can I participate or withdraw from the DRIP?

All existing evergreen or recurring instructions relating to the DRIP (including any recurring DRIP mandates received in hard copy or by electronic means via CREST) will apply in respect of the special dividend and will be used to purchase additional new shares after the share consolidation, unless and until revoked.

If you do not currently participate in the DRIP but would like to participate in time for the special dividend, please refer to the enrolment details provided in the Circular. Please note that in order to participate in the DRIP for the special dividend, a completed DRIP mandate form must be received by Computershare by no later than 6:00pm on 30 January 2026.

Please note that, on this occasion, it is only possible to make full, not partial, DRIP elections.

If you currently participate in the DRIP but would like to withdraw, you must inform Computershare by 6:00pm on 30 January 2026.

General Meeting and voting

Where and when is the General Meeting being held?

The General Meeting will be held at 8:00 am on 27 January 2026 at Slaughter and May, One Bunhill Row, London, EC1Y 8YY. Shareholders will be able to attend and participate in the meeting and are entitled to vote on the resolutions.

How can I vote on the resolutions?

Your support is important to us, and we encourage you to submit your vote as early as possible. You may vote (i) ahead of the General Meeting by registering a proxy appointment through returning a completed Form of Proxy; via eproxy at www.investorcentre.co.uk/eproxy; or using CREST; or (ii) attending the General Meeting in person. Please refer to the Circular for the availability and further details of how to vote. The deadline for receipt of proxy instructions is at 8:00 am on 23 January 2026.

Do I have to vote and what is the Reckitt board's recommendation?

Voting is not compulsory – you can choose whether and how to vote on the resolutions.

The Reckitt board of directors unanimously recommends that shareholders vote in favour of each of the resolutions.

Illustrative Example Using 25 Ordinary Shares

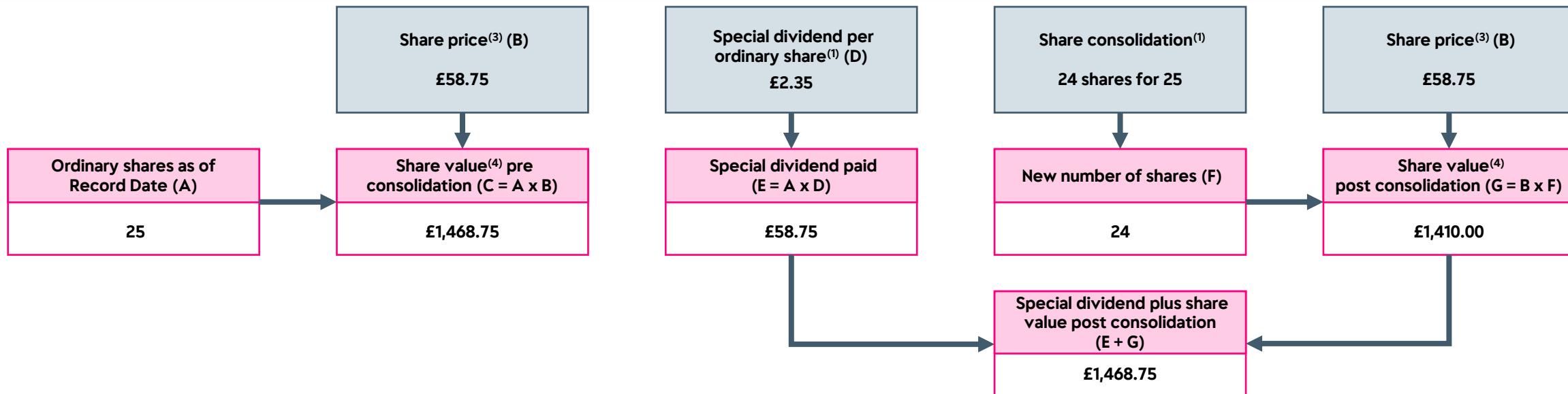
- As an investor holding 25 ordinary shares as of the Record Date:
 - You will receive a cash dividend of £58.75⁽¹⁾ (25 no of ordinary shares x £2.35 dividend per ordinary share)

Special dividend paid in cash⁽²⁾:

- You will hold 24 new ordinary shares at the end of the process, post share consolidation and will have approximately £58.75 paid
- Holding the new ordinary shares together with a share price assumed to remain at £58.75 (see example below) means that your total value of the investment would reduce from £1,468.75 to £1,410.00 but overall ownership proportion in Reckitt remains the same

Special dividend reinvested in Reckitt shares via DRIP:

- You will hold 24 new ordinary shares post share consolidation, but will return to 25 when your dividend is used to acquire shares
- You will not have any money paid

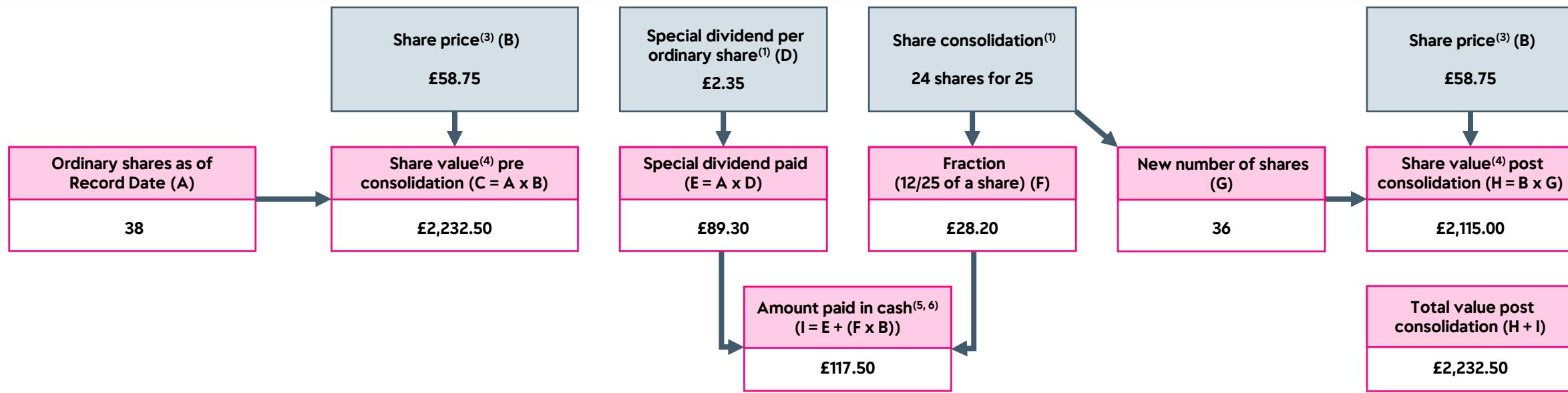


Special dividend plus share value post consolidation of £1,468.75 (E + G) is equal to your current share value⁽⁴⁾ pre consolidation and special dividend of £1,468.75 (C)

Notes: 1. Special dividend and share consolidation are subject to shareholder approval 2. Cash payments are to be made via CREST payment, cheque or electronic bank transfer 3. Illustration based on assumed share price at close of business on Record Date 4. Theoretical value, subject to normal market movements

Illustrative Example Using 38 Ordinary Shares (Fractional Example)

- As an investor holding 38 ordinary shares as of the Record Date:
 - You will receive a cash dividend of £89.30⁽¹⁾ (38 no of ordinary shares x £2.35 dividend per ordinary share) and a fraction of £28.20 (12/25 ordinary shares x share price of £58.75)
- Special dividend and fraction paid in cash⁽²⁾:**
 - You will hold 36 new ordinary shares at the end of the process, post share consolidation and will have approximately £117.50 paid. Holding the new ordinary shares together with a share price assumed to remain at £58.75 (see example below) means that your total value of the investment would reduce from £2,232.50 to £2,115.00 but overall ownership proportion in Reckitt remains the same
- Special dividend and fraction reinvested in Reckitt shares via DRIP:**
 - You will hold 36 new ordinary shares post share consolidation, but will return to 38 when your dividend and fraction are used to acquire new ordinary shares
 - You will not have any money paid



Total value post consolidation of £2,232.50 (H + I) is equal to your current share value⁽⁴⁾ pre consolidation and special dividend of £2,232.50 (C)

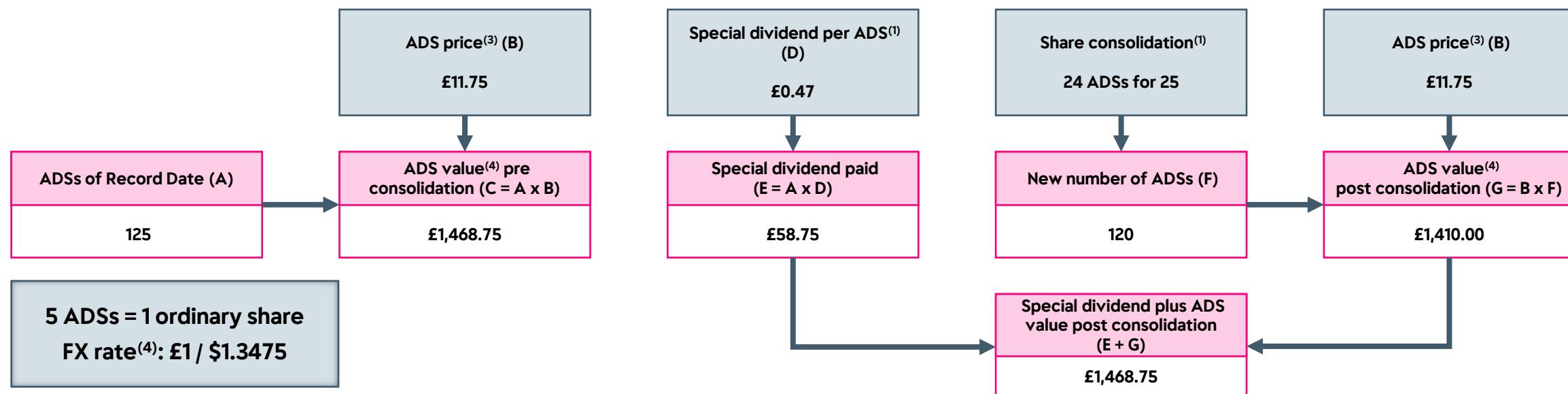
Notes: 1. Special dividend and share consolidation are subject to shareholder approval 2. Cash payments are to be made via CREST payment, cheque or electronic bank transfer 3. Illustration based on assumed share price at close of business on Record Date 4. Theoretical value, subject to normal market movements 5. Proceeds of less than £5 from the sale of fractional entitlements, after deduction of expenses associated with the sale, will be donated to the British Red Cross 6. Proceeds will be paid in cash unless DRIP is elected, when proceeds will be reinvested in Reckitt shares via the DRIP

Illustrative Example Using 125 ADSs

- As an ADR Holder holding 125 ADSs, including those held in the DRIP plan maintained by the Depositary, as at 9:00am (New York Time) on Monday 2 February:
 - You will receive a cash dividend of £58.75^(1, 2) (125 no of ADSs x £0.47 dividend per ADS)

Special dividend paid in cash⁽²⁾:

- You will hold 120 new ADSs at the end of the process, post share consolidation and will have approximately £58.75 paid
- Holding the new ADSs together with an ADS price assumed to remain at £11.75 (see example below) means that your total value of the investment would reduce from £1,468.75 to £1,410.00 but overall ownership proportion in Reckitt remains the same



Special dividend plus ADS value post consolidation of \$1,979.14 (E + G) is equal to your current ADS value⁽⁴⁾ pre consolidation and special dividend of \$1,979.14 (C)

Notes: 1. Special dividend and share consolidation are subject to shareholder approval 2. The Depositary (J.P. Morgan Chase Bank, N.A.) will convert the Special Dividend from GBP to USD and pay ADR Holders the net proceeds from such conversion in accordance with the Deposit Agreement (after giving effect to the fees and expenses provided for in the Deposit Agreement) 3. Illustration based on assumed ADS price at 9:00am (New York Time) on Monday 2 February 4. Theoretical value, subject to normal market movements

Additional Information

Where do I find out more?

If you have any questions on the special dividend or share consolidation, you can contact the Reckitt shareholder helpline on 0370 703 0118 (calls to this number from a landline are charged at national rates, calls from a mobile device may incur network extras) or +44 370 703 0118 (from outside the UK). Lines are open 8.30 a.m. to 5.30 p.m. (UK time), Monday to Friday (except English public holidays).

Computershare may record calls to both numbers for security purposes and to monitor the quality of its services. The Reckitt shareholder helpline cannot provide advice on the merits of the special dividend or share consolidation or give any financial, legal or tax advice.

Cautionary statement

This presentation has been prepared by Reckitt and Morgan Stanley & Co. International plc ("Morgan Stanley") solely for your information only. By reviewing this presentation, you agree to be bound by the limitations and conditions set out below.

Shareholders should read the Circular as a whole before taking any decisions and you should not rely solely on information provided in this presentation. In case of any inconsistency between this presentation and the Circular, the Circular shall prevail.

If you are in any doubt as to the action you should take, you are recommended to seek your own financial advice immediately from your stockbroker, bank manager, solicitor, accountant or other appropriate independent financial adviser duly authorised under the Financial Services and Markets Act 2000, if you are resident in the UK, or from another appropriately authorised independent financial adviser if you are in a territory outside the UK. This presentation is not to be construed as legal, financial or tax advice.

This presentation does not constitute or form part of any offer or invitation to purchase, acquire, subscribe for, sell, dispose of or issue, or any solicitation of any offer to purchase, acquire, subscribe for, sell or dispose of, any security, including shares or any other securities of Reckitt and neither the issue of the information nor anything contained herein shall form the basis of or be relied upon in connection with, or act as an inducement to enter into, any investment activity. No shares are being offered to the public by means of this presentation. This presentation does not constitute either advice or a recommendation regarding any securities, or purport to contain all of the information that may be required to evaluate any investment in Reckitt or any of its securities and should not be relied upon to form the basis of, or be relied on in connection with, any contract or commitment or investment decision whatsoever.

This presentation contains statements which are, or may be deemed to be, "forward looking statements" which are prospective in nature. All statements other than statements of historical fact are forward-looking statements. By their nature, forward-looking statements involve risk and uncertainty because they relate to events and depend on circumstances that will occur in the future. There are a number of factors that could cause actual results and developments to differ materially from those expressed or implied by these forward-looking statements, including many factors outside Reckitt's control. These forward-looking statements speak only as of the date of this presentation. Except as required by any applicable law or regulation, the Reckitt expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any change in Reckitt's expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.

Morgan Stanley is acting as financial advisor to Reckitt and to no one else. Morgan Stanley is authorised by the Prudential Regulation Authority ("PRA") and regulated by the Financial Conduct Authority and the PRA. In connection with such matters, Morgan Stanley's and its affiliates' respective directors, officers, employees and agents will not regard any other person as its client, nor will Morgan Stanley be responsible to anyone other than Reckitt for providing the protections afforded to their clients or for providing advice in connection with the matters described in this presentation or any matter referred to herein.

No representation or warranty, express or implied, is made or given by or on behalf of Reckitt or Morgan Stanley or any of their respective directors, officers, employees, agents, affiliates or advisers, as to, and no reliance should be placed on, the accuracy, completeness or fairness of the information contained in this presentation, and no responsibility nor liability (whether direct, indirect, consequential loss or damage or otherwise and whether in contract, in tort, in delict, under statute or otherwise) is assumed by any such persons for any such information or for any errors or omissions contained herein, in connection with the special dividend or the share consolidation or otherwise and is expressly disclaimed. Nothing contained herein or therein is, or shall be relied upon as, a promise or representation, whether as to the past or the future and no reliance, in whole or in part, should be placed on the fairness, accuracy, completeness and correctness of the information contained herein or therein. No duty of care is owed or will be deemed to owe to you or any other person in respect of the information contained herein, nor shall Reckitt nor Morgan Stanley nor any other person have any liability to any person in relation to the distribution or possession of this document or copies thereof.