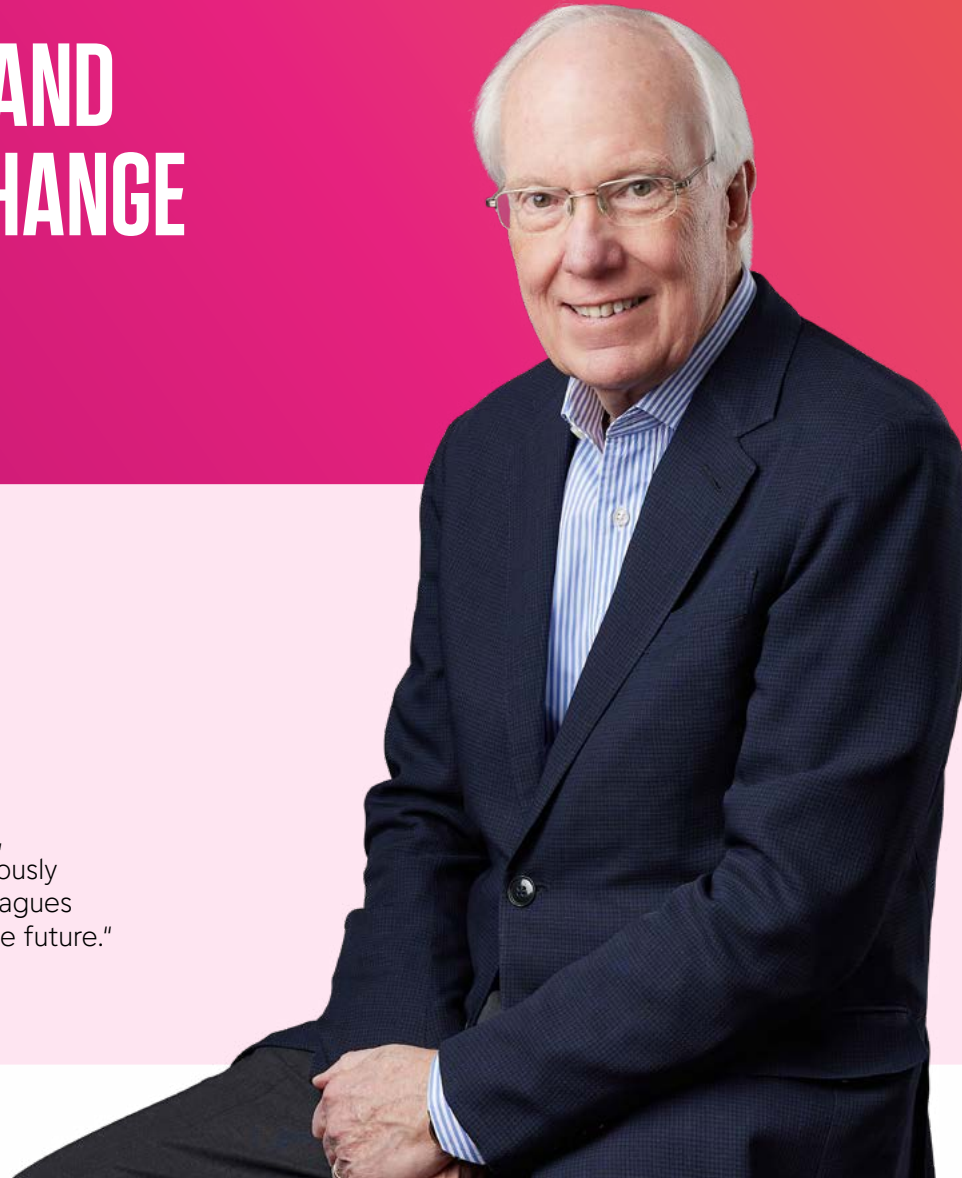


Chair's Statement

A YEAR OF PROGRESS AND POSITIVE CHANGE



Reckitt is a special enterprise, with powerful brands, enormously talented and passionate colleagues and a compelling vision for the future."

Chris Sinclair
Chair

2023 was another eventful year. There were challenges, but also encouraging progress and positive change for our Company.

Like many companies, we experienced continued macroeconomic headwinds, further disruptions to our supply chain and the effects of the continuing war in Ukraine and conflict in the Middle East. We also saw changes in Reckitt's leadership team, with appointees to the roles of Chief Executive Officer (CEO) and Chief Financial Officer (CFO) Designate, as well as a new Chair to succeed me following our 2024 Annual General Meeting (AGM) and the completion of my full Board term.

I'm proud to say that throughout 2023, our Company has proven its resilience and many capabilities. We grew our revenue and our gross margin, which ranks amongst the industry's highest. In line with our capital allocation policy to deliver sustainable dividend growth, we have proposed a 5% increase in our annual dividend for the second year in a row. In total, we returned £1.5 billion to shareholders through dividend growth and our share buyback programme.

Amongst our innovations, we launched Lysol Air Sanitiser, creating an entirely new sub-category in Air Care. Whilst internally, our annual GLINT employee survey revealed high levels of endorsement from our people for the clarity and direction we have brought to our Purpose and the values that unite us.

Continuity and change

Whilst our commitment to our market-leading brands has remained constant, today's Reckitt is very different to the company I assumed the Chair of six years ago.

Chair's Statement continued

This period has seen us rethink our culture and our Purpose. We have invested in our people and the values we want to define them, creating a culture that is purposeful, entrepreneurial and caring. We have transformed our capabilities to innovate great products and extend categories. We have deepened our consumer value proposition and set new standards in customer service excellence.

Still, our strategy has remained unchanged. The achievements of the past year affirm that we operate in the right categories with the right products. The focus now and in the future is to deliver on the investments we have made and the greater productivity, better in-market execution capabilities and higher shareholder returns we have enabled.

Leadership and talent

Our evolution as a Company has been accompanied by a transition in our leadership. Nicandro Durante, who had been our Senior Independent Director, led our senior management team as CEO for most of 2023. I would like to sincerely thank Nicandro for his leadership over this period.

Nicandro helped us oversee the selection of a permanent CEO and a new CFO. The appointments of Kris Licht and Shannon Eisenhardt to these respective roles bring two highly talented and accomplished global leaders to the forefront of our Company, and I am confident they will shape an exciting next chapter for Reckitt.

Kris brings considerable experience from within Reckitt to the role of CEO, which he assumed on 1 October. Shannon joined the business from Nike in October and formally assumed the role of CFO in March 2024. Jeff's contributions and commitment to our company have been considerable. He departs with my sincere thanks and very best wishes for his well-deserved retirement.

There are other changes to our Board as well. We extend a warm welcome to Marybeth Hays, who joined the Board as a Non-Executive Director on 1 February. A former Walmart senior executive, Marybeth brings more than 25 years of experience in retail, healthcare and consumer goods.

We will also welcome Fiona Dawson to the Board as a Non-Executive Director and Chair Designate to the Remuneration Committee effective 1 June 2024. We thank Alan Stewart, who plans to retire from the Board following the AGM.

In addition, I am also preparing to step down from my position, having spent nine years on the Reckitt Board. During this time we have built a highly talented and diverse Board, which will enjoy strong leadership under Sir Jeremy Darroch when he takes over as Chair in May 2024. Jeremy is an outstanding leader with considerable expertise and a proven track record of performance. I know Reckitt will succeed under his stewardship.

Legacy and reflections

Looking back on my tenure over these past nine years, we have learned, and continue to learn, a great deal, not least from the experiences that influence us, and which make Reckitt a more effective and successful company today.

These include solidifying the importance of always doing the right thing and standing by our values, which are now codified through Leadership Behaviours that require each of us to Own, Create, Deliver and Care in everything we do.

We have demonstrated the value of brand reinvestment alongside the delivery of product superiority. This has allowed us to unleash the potential of our brands to extend, to premiumise and ultimately, to lead global categories with long runways for growth.

We have also extended the breadth and reach of our portfolio, harnessing the 'Science Inside' Reckitt to innovate brands that define their categories. We have embraced technology to transform our operations and deepen our relationships with customers and consumers. We have made many improvements in the stewardship of the business that strengthen our governance foundations and reinforce our commitment to product quality and safety.

Furthermore, we have realised the benefits of bringing excellence to the point of sale and are now rewarded with deeper, more enduring customer relationships, which we are better able to serve through a transformed supply chain that has demonstrated its resilience and strength when it has mattered most.

Above all, we have recognised that our greatest assets are our people and the culture that defines us. Reckitt is a special enterprise, with powerful brands, enormously talented and passionate colleagues, and a compelling vision for the future. I leave full of pride in our Company's many achievements and with enormous optimism about the years ahead.



Leadership Conference 2023