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Reckitt Benckiser (Bangladesh) PLC

Annual Report and Financial Statements 2025

A FULL DAY OF CARE

reckitt

WELCOME TO

RECKITT BENCKISER (BANGLADESH) PLC

Annual Report and Financial Statements 2025

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You can download a digital copy of this Annual Report 2025 by scanning thid QR code with your smart device

reckitt

The Glass House, 9th & 10th Floors, Block-SE (B), Plot-2, 38 Gulshan Avenue, Dhaka-1212, Bangladesh

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WELCOME NOTE FROM MANAGING DIRECTOR

Reckitt Benckiser (Bangladesh) PLC, with a proud legacy of over 65 years of trusted service to consumers, partners, and communities, is pleased to present its Annual Report and Financial Statements 2025. This report reflects our continued focus on responsible growth, strong governance, and long-term value creation.

Despite geopolitical uncertainties, economic challenges, supply chain disruptions, and rising inflation; we remained focused on execution excellence, innovation, and consumer trust. Our teams worked with agility and resilience to sustain performance, strengthen stakeholder relationships, and deliver consistent outcomes for all stakeholders.

Sustainability remains integral to our strategy. Guided by global commitments and national priorities, we continue to reduce our environmental footprint, use resources responsibly, and contribute positively to social well-being—reinforcing our belief that commercial success and societal progress go hand in hand. Aligning with our core values, we are committed to contribute to a cleaner and healthier world with our purpose to protect, heal and nurture.

As we look forward, we remain committed to protecting and growing stakeholder value through purposeful action, ethical practices, and our enduring mission to protect, heal, and nurture.

We welcome you to explore our journey- shaped by steadfast resilience, meaningful achievements, and a clear sense of purpose. We extend our sincere gratitude to all stakeholders for your continued confidence and support.

Vishal Gupta

Vishal Gupta

Managing Director
Reckitt Benckiser (Bangladesh) PLC

OUR JOURNEY

2021
THE COMPANY NAME CHANGED TO RECKITT BENCKISER (BANGLADESH) PLC.

2000
THE COMPANY NAME CHANGED TO RECKITT BENCKISER (BANGLADESH) LIMITED.

1997
THE COMPANY GOT LISTED IN CHITTAGONG STOCK EXCHANGE LTD.

1987
THE COMPANY WAS CONVERTED INTO A PUBLIC LIMITED COMPANY AND BECAME LISTED WITH DHAKA STOCK EXCHANGE.

1986
THE COMPANY NAME CHANGED TO "RECKITT & COLMAN BANGLADESH LIMITED".

1978
THE COMPANY LAUNCHED FMCG PRODUCTS AND CHANGED THE NAME TO "ROBINSON'S (BANGLADESH) LIMITED".

1972
THE COMPANY NAME CHANGED TO "ROBINSON'S FOOD (BANGLADESH) LIMITED".

1962
STARTED COMMERCIAL PRODUCTION OF THE COMPANY BY SETTING UP THE FACTORY IN CHITTAGONG.

1961
THE COMPANY GOT ESTABLISHED IN CHITTAGONG IN THE NAME OF "ROBINSON'S FOOD (PAKISTAN) LIMITED".


HARPIC
বেস্ট এভার হারপিক
এখন জেসমিনের সৌরভে
HARPIC
POWER PLUS
10X
TOTAL
CLEAN
JASMINE
হারপিক
লিকুইড টয়লেট ক্লিনার

ABOUT THIS REPORT

The Annual Report and Financial Statements 2025 of Reckitt Benckiser (Bangladesh) PLC has been carefully compiled to present the company's performance, accomplishments, and strategic direction. This report embodies our steadfast commitment to transparency, accountability, and sustainability—principles that form the core of our business operations.

Purpose and Scope of Report

This Annual Report aims to engage our stakeholders—including shareholders, employees, customers, regulators, and the wider community—by providing a comprehensive view of our financial position, operational strengths, and long-term ambitions.

Stakeholders can find useful information and a perceptive appraisal of our performance during the year that spanned from January 01, 2025, to December 31, 2025, in this report. We adopt a long-term perspective while considering opportunities, risks, and external factors.

Combined Assurance

To ensure the reliability and credibility of the information presented in this Annual Report, we adopt a combined assurance model.

Our combined assurance model integrates contributions from internal and external sources, including:

- **Management Assurance:** Our management team plays a pivotal role in ensuring the accuracy and completeness of all data presented. They oversee the preparation of this report, ensuring alignment with our strategic objectives and adherence to our policies, procedures, and internal controls.
- **Internal Control:** The internal control and compliance team provides independent assessments of our governance, risk management, and control processes.
- **External assurance:** To ensure impartiality, our financial statements as well as some financial and non-financial disclosures are reviewed by M/s Rahman Rahman Huq, Chartered Accountants (Member firm of KPMG) and Compliance Auditor, M/s Mohammad Sanaullah and Associates, Chartered Secretaries, reviewed the corporate governance requirements.

Commitment to sustainability

Our Annual Report and Financial Statements 2025 is dedicated to aligning global sustainability standards and goals. We are focused on creating an impact by promoting health and hygiene solutions while concerned towards the environment. All our impactful CSR activity, social initiatives, consumption of energy, water emission and waste management are listed in the report. Also, the certification of ISO is attached for the testimonial.

Materiality

Materiality, in the context of this report, refers to the identification and prioritization of the issues that significantly impact our ability to create and sustain value over the short, medium and long term. To determine material topics, we have adopted the guidance of international reporting frameworks. The following material topics have been identified as critical to our business and stakeholder interests:

1. Good governance and regulatory complexity
2. Role of Reckitt in social responsibility and sustainability
3. Inclusion and well being

Board and board subcommittees

Transparency, accountability, sound governance, and protecting stakeholders' interests are all highly valued by the board. The Corporate Governance section on page 63-112 provides a detailed explanation of our governance system.

Financial and non-financial reporting

In addition to financial reporting, our Annual Report covers non-financial performance, opportunities, risks and outcomes related to or attributable to our key stakeholders, all of which have a big impact on our capacity to generate value in a sustainable manner.

Intended audience

The report is intended to address the information requirements of a wide range of stakeholders including shareholders, employees, local communities, customers, governments and non-governmental organizations (NGOs) etc.

Feedback

We as a team wholeheartedly value all your feedback. To provide your valuable feedback, please email us at anisur.rahman2@reckitt.com

Acknowledgements

We extend our gratitude to our teams and external partners for their contributions in preparing the report.

NOTICE OF AGM

Reckitt Benckiser (Bangladesh) PLC
Corporate Office: The Glass House, 9th & 10th Floors, Plot-2, Block- SE (B),
38 Gulshan Avenue, Dhaka-1212
Registered Office: 58/59, Nasirabad I/A, Chittagong-4209

NOTICE OF ANNUAL GENERAL MEETING

Notice is hereby given that the 65th Annual General Meeting of Reckitt Benckiser (Bangladesh) PLC will be held using Digital Platform (in pursuance with BSEC Order BSEC/ICAD/SRIC/2024/318/87 dated March 27, 2024) on Monday, 29th June, 2026 at 11.00 A.M. to transact the following business:

AGENDA

1. To receive and adopt the Audited Financial Statements of the Company for the year ended 31 December 2025 together with the Auditors' and Directors' Report thereon.
2. To declare Dividend for the year ended 31 December 2025 as recommended by the Board.
3. To elect/re-elect Directors.
4. To re-appoint/extend the term of office of the Managing Director for an additional period of five (5) years.
5. To appoint Auditors for the year 2026 and to fix their remuneration.
6. To re-appoint Independent Director.
7. To appoint Compliance Auditor for the year 2026 and to fix their remuneration.

By order of the Board

Mohammad Nazmul Arefin
Company Secretary

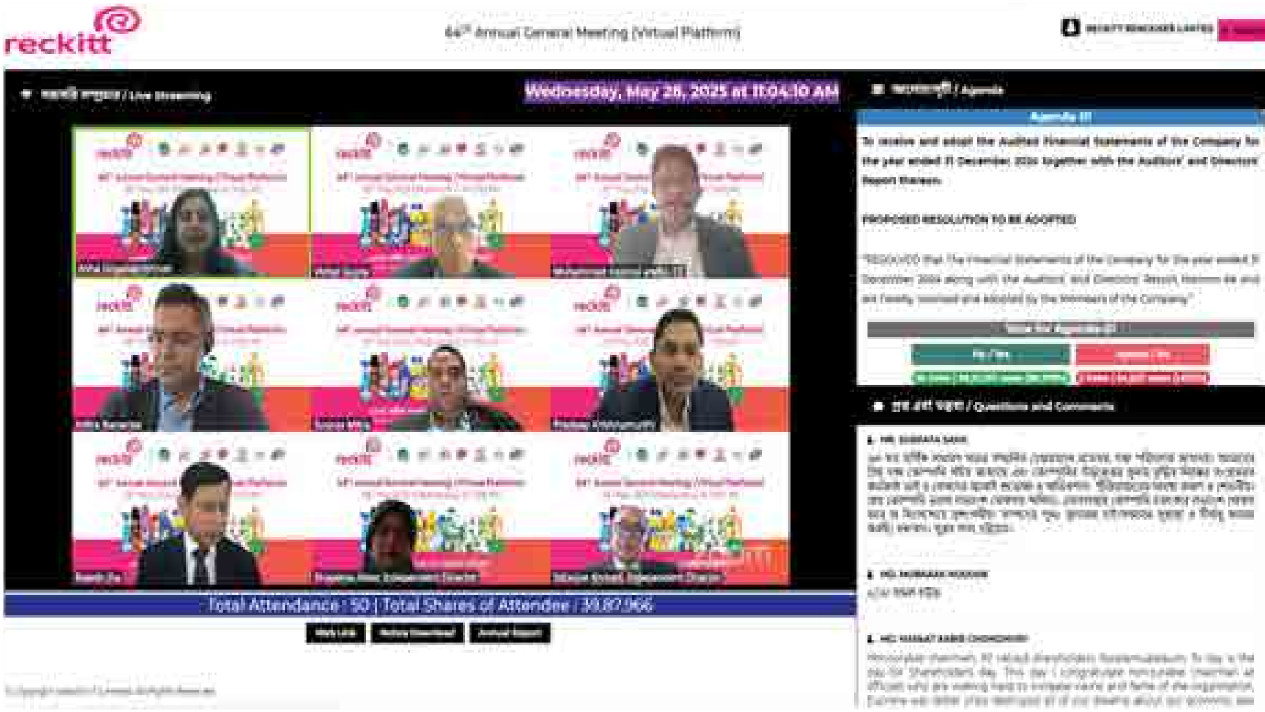
Dhaka, Dated: 24th May 2026

Notes:

1. The **'RECORD DATE'** was 21st May 2026 . Shareholders whose name appeared in the Shares Register of the Company or in the Depository Register on that date will be eligible to join the AGM and receive dividend.
2. The necessary Digital Link for Joining in the audio visual meeting to be published in due course. The entire log in process along with link will be also availiable in Company's website https://www.reckitt.com/reckitt-bangladesh-about-us/ on due time. The Members will be able to submit their questions/comments and vote electronically 24 hours before commencement of the AGM and during the AGM, members can start log into the specfic link from 11.00 a.m. on 28th June 2026.
3. Pursuant to BSEC Order no. SEC/SRMIC/94-231/25, and SEC/SRMIC/94-231/91 dated 08 July 2020 and 31 March 2021 respectivaley , soft copy of the Annual Report 2025 will be sent to members through email addresses as available with the Company.

For any further clarification members may write to the following email addresses:
nazmul.arefin@reckitt.com; anisur.rahman2@reckitt.com

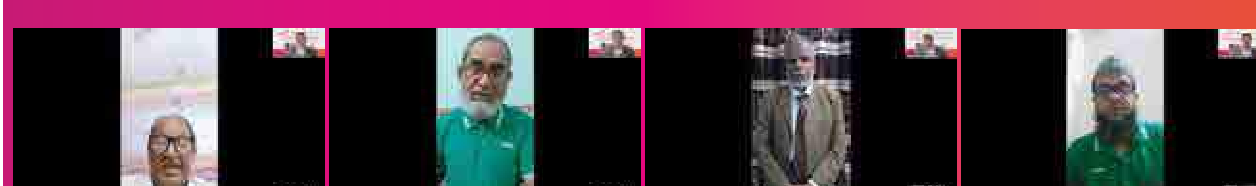
64TH ANNUAL GENERAL MEETING



Mr. Istiaque Ahmad
Chairperson of NRC & Audit Committee

Ms. Asha Gopalakrishnan
Chairperson of Board

Mr. Mohammad Nazmul Arefin
Company Secretary



DISCLOSURES WE FOLLOW

The Annual Report and Financial Statements 2025 has been prepared in accordance with multiple guidelines, frameworks, and checklists from various organizations.

COMPANY OVERVIEW

This Chapter Includes

2025 AT A GLANCE

Revenue
Tk 566.44 Cr.

Operating Profit Margin
20.38%

Gross Profit Ratio
48.39%

Earnings Per Share
Tk 172.93

Dividend Per Share
Tk 173.00

P/E Ratio
19.90x

Current Ratio
1.11x

Quick Ratio
0.69x

Net Profit Ratio
14.43%

Net Asset Value Per Share
Tk 187.58

Net Operating Cash Flow Per Share
Tk 170.67

Debt-Equity Ratio
2.40x

ROA
27.09%

Dividend Payout Ratio
100.04%

Contribution to National Exchequer
Tk 199.89 Cr.

Contribution to WPPF
Tk 5.44 Cr.

Return on Capital Employed
1.10x

CORPORATE PROFILE

BOARD OF DIRECTORS

Asha Gopalakrishnan
Chairperson

Jamal Yusuff Zuberi
Director

Pradeep Krishnamurthi
Director

Vishal Gupta
Managing Director

Sourav Mitra
Director

Md. Firoz Uddin
Government Nominated Director

Istiaque Ahmad
Independent Director

Rajesh Kumar Jha
Director

Shayema Akter
Independent Director

CHIEF FINANCIAL OFFICER

Jamal Yusuff Zuberi

COMPANY SECRETARY

Mohammad Nazmul Arefin

HEAD OF INTERNAL AUDIT & COMPLIANCE

Mrityunjoy Bose

AUDIT COMMITTEE

Istiaque Ahmad
Chairperson

Asha Gopalakrishnan
Member

Sourav Mitra
Member

Rajesh Kumar Jha
Member

Pradeep Krishnamurthi
Member

Shayema Akter
Member

Mohammad Nazmul Arefin
Secretary

NRC COMMITTEE

Istiaque Ahmad
Chairperson

Vishal Gupta
Member

Sourav Mitra
Member

Rajesh Kumar Jha
Member

Shayema Akter
Member

Mohammad Nazmul Arefin
Secretary

SHARE COMMITTEE

Vishal Gupta
Chairperson

Mohammad Nazmul Arefin
Secretary

Jamal Yusuff Zuberi
Member

AUDITORS

Rahman Rahman HUQ
(Chartered Accountants), Member firm: KPMG

BANKERS

- Standard Chartered Bank
- The Hongkong & Shanghai Banking Corporation Ltd.
- Citibank N.A.

CORPORATE GOVERNANCE AUDITOR

Mohammad Sanaullah and Associates,
Chartered Secretaries

LEGAL ADVISORS

Law Valley

Date of Incorporation

15th April, 1961

Registered Office

58/59 Nasirabad Industrial Area Chittagong-4209, Bangladesh.

Corporate Office

The Glass House, 9th & 10th Floors, Block-SE (B), Plot-2, 38 Gulshan Avenue, Dhaka-1212, Bangladesh

Factory

58/59 Nasirabad Industrial Area Chittagong-4209, Bangladesh.

AWARDS & ACCOLADES

Gold Award from ICSB for Corporate Governance Excellence,
2024 in Pharmaceuticals and Chemical

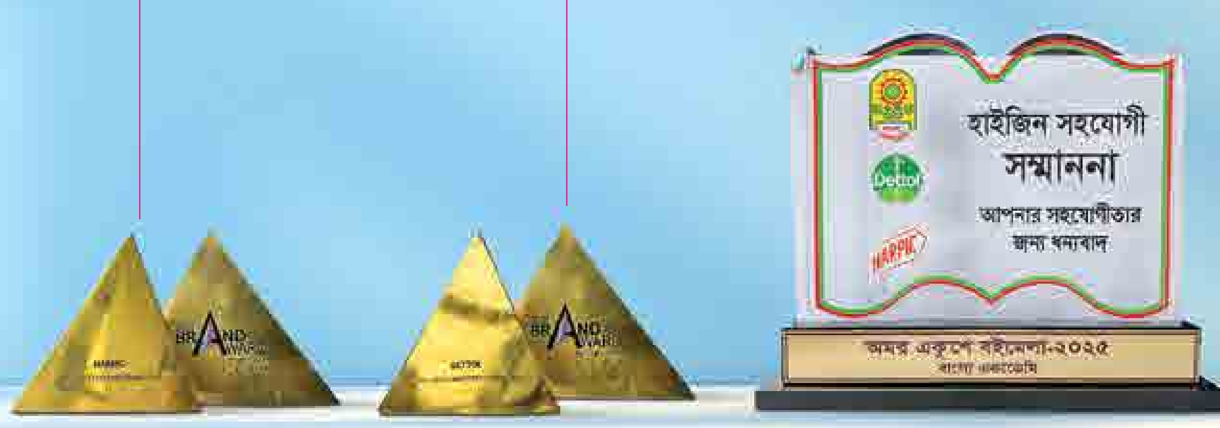
Silver Award from ICMAB for
Best Corporate Award in MNC Manufacturing;

At Reckitt Benckiser (Bangladesh) PLC, recognition reflects more than achievement—it reflects how we do business. Our brands earn trust because they are built on science, quality, and care, but above all, they are driven by a deeply human purpose. While awards are not how we define success, we value them as meaningful acknowledgment of our commitment to acting with integrity and responsibility. Guided by our belief to **"Do the right thing, always,"** we remain focused on creating reliable solutions that help people take better care of themselves and one another, today and for generations to come.

Best Brand Award - No. 1 Toiler Cleaner Brand in toilet cleaner category by Bangladesh Brand Forum

Hygiene partner in Amor Ekushey Boi Mela 2025 by Bangla Academy

Best Brand Award - Most loved brand in Antiseptic category by Bangladesh Brand Forum



MEDIA IN FOCUS 2025

The Business Standard

Dettol extends support for children with special needs in Kurigram

Dettol, the trusted household name in disinfectant from Reckitt Benckiser, has extended its support to Rikta Akter Banu Lucky Buddhi Protibondhi Biddaloy, a one-of-a-kind school in the remote village of Ramna Sarkerpara, Kurigram, dedicated to children with intellectual and developmental disabilities.

The school was founded in 2009 by Rikta Akter Banu, a senior staff nurse and devoted mother. She established the school after her daughter, who lives with autism and cerebral palsy, was denied admission to a local government school. What began as a personal mission has evolved into a vital learning space for children previously excluded from the education system.

Rikta's tireless efforts have recently earned her international recognition. In the science, health, and technology category, she was named one of the BBC's 100 inspiring and influential women of 2024.

The Daily Star

Harpic Bangladesh marks World Toilet Day 2025

Harpic Bangladesh observed World Toilet Day 2025 with an event at Lakeshore Heights in Dhaka on November 20.

The programme highlighted the importance of safe sanitation and honoured the contributions of sanitation workers.

Academicians, experts and representatives from government, non-government and private organisations joined the discussion on the country's sanitation challenges and priorities.

The event opened with a keynote speech by Dr Abdullah Al-Muyeed on "World Toilet Day and Sanitation Workers." He spoke about the vital role of sanitation workers in protecting public health and outlined key sector challenges and practical solutions. He said a toilet is not just a fixture but "the sanctuary of sanitation and hygiene."

Actress Nabila becomes Veet Bangladesh new brand ambassador

The Financial Express

Lizol brings back its much-talked-about Ramadan mosque cleaning drive 'Porichhonotai Pobitrota' for third year

daily sun

A mother's love, a safe school, and Dettol's helping hand

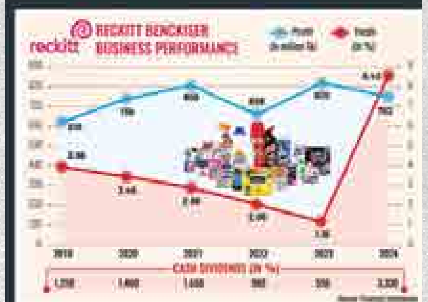
Bangladesh C-Suite Awards

Congratulations to Mohammed Zia Uddin Supply Director, Bangladesh – Sri Lanka Cluster, Reckitt, for winning under the category "Chief Supply Chain Officer (CSCO)/Supply Chain Director of the Year 2025" at the Mutual Trust Bank PLC presents Bangladesh C-Suite Awards powered by AIUB (American International University-Bangladesh) & United Group in association with Twelve Clothing.

Mohammed Zia Uddin is an accomplished supply chain leader whose strategic expertise has strengthened Reckitt's operational performance across Bangladesh and Sri Lanka. As Supply Director, he has driven critical advancements in manufacturing excellence, procurement optimization, and end-to-end supply chain visibility. His approach emphasizes agility, sustainability, and cross-market alignment—ensuring that Reckitt's essential brands reach consumers efficiently and consistently. With his strong leadership in capability-building and process improvement, he has enhanced the organization's ability to respond to market dynamics while setting high standards for operational integrity. His contributions continue to reinforce Reckitt's mission of delivering health, hygiene, and nutrition solutions at scale.

#CSuiteAwards2025 #LeadershipExcellence #ExecutiveLeadership

Reckitt Benckiser to pay record dividends for 2024 despite lower profit



তৃতীয়বারের মতো শুরু হলো 'পরিচ্ছন্নতাই পবিত্রতা'

হারপিক-এর বিশ্ব টয়লেট দিবস উদযাপন

bdnews24.com

একজন মা, একটি স্কুল ও ডেটল-এর সহযোগিতার গল্প

মাসুমা রহমান নাবিলা ও ভিট বাংলাদেশের মধ্যে চুক্তি স্বাক্ষর

The Business Standard

The Power of Brands to Lead Positive Change

CHAIRPERSON'S STATEMENT

"As a multinational FMCG organization deeply rooted in Bangladesh, we remained committed to responsible growth, operational efficiency, and strong governance, while navigating uncertainties with prudence and confidence."

Asha Gopalakrishnan
Chairperson

Dear Esteemed Shareholders,

In 2025, businesses worldwide navigated a complex interplay of global and domestic challenges. Persistent geopolitical tensions, volatility in global commodity markets, elevated energy prices, and continued inflationary pressure posed significant headwinds for emerging economies, including Bangladesh. Domestically, the business environment was shaped by tight monetary conditions, exchange rate volatility, evolving fiscal measures, and cautious consumer sentiment, all of which required heightened agility and prudent decision-making. Against this backdrop, I am pleased to report that the Company demonstrated resilience and discipline, delivering **8.6% growth in net profit after taxes** during the year. This performance reflects the strength of our brands, the dedication of our people, and our ability to adapt swiftly to a dynamic operating environment while maintaining a clear focus on consumers, customers, and long-term value creation. As a multinational FMCG organization deeply rooted in Bangladesh, we remained committed to responsible growth, operational efficiency, and strong governance, while navigating uncertainties with prudence and confidence. The year reaffirmed that even amid macroeconomic and geopolitical pressures, a principled strategy, robust execution, and unwavering commitment to stakeholders can sustain progress and reinforce the foundation for future growth.

BUSINESS PERFORMANCE

Our revenue for the year 2025 was Tk. 566 crore which has increased by 3.8% in comparison to 2024. This growth is driven by the continued strength of our brands, focused market execution, and effective engagement with consumers and customers. This balanced top-line performance was achieved while navigating cost pressures and moderated demand, underscoring the adaptability and commitment of our teams.

Profitability remained healthy and sustainable. Profit after tax accounted for 14.4% of revenue, with a growth of net profit after tax by 8.6% compared to 2024, demonstrating our continued focus on value creation and operational excellence. The Company's ability to enhance earnings while maintaining financial discipline reflects improved efficiency, thoughtful pricing and mix management, and careful allocation of resources.

Amid the economic and geopolitical uncertainties, I am proud of how the Company continues to respond to this rapidly shifting economic landscape. With the unwavering support of all our stakeholders—including our board employees, leadership team, suppliers, and customers—we have upheld resilient and sustainable performance.

DIVIDEND

The directors have proposed a dividend of Tk. 173 per share. Due consideration has been given to your Company's Dividend Distribution Policy while recommending the dividend to its shareholders.

TALENT AND CULTURE

The safety and wellbeing of our employees are paramount. We continued partnering with a mental wellbeing stakeholder to improve mental health and raise awareness of its importance among our employees. With a focus on developing and growing talent within the organization training sessions on various expertise are conducted round the year.

SUSTAINABILITY GOALS AND RECKITT BENCKISER (BANGLADESH) PLC

For us, we place sustainability at the forefront of both strategic decision-making and daily operations to drive long-term corporate success. Our key priorities include lowering carbon emissions, conserving natural resources, and fostering social equity. We also uphold strong governance and transparency through rigorous oversight, active stakeholder engagement, and a commitment to continuous innovation. We are building a better, more sustainable future for our business, our stakeholders, and the globe via innovative and purposeful leadership. Our innovative product formulae and ethical supply chain practices help us lessen our impact on the environment and make a positive difference in communities all around the globe. By fostering a culture of constant improvement and teamwork, we lead the way in our sector and encourage others to do the same for a sustainable future.

STRENGTHENING GOVERNANCE AND COMPLIANCE

In recent years, the Board of Directors of Reckitt Benckiser (Bangladesh) PLC has placed strong emphasis on strengthening governance and risk management. We have continued to expand and enhance our framework for managing safety and compliance risks. As we pursue excellence in every aspect of our operations, our actions remain firmly guided by our Compass and our unwavering commitment to doing the right thing, always.

We continue to adhere to the principles of the Corporate Governance Code of 2018. This year, we undertook key initiatives aimed at reinforcing our governance practices, overseeing our compliance efforts and ensuring that we adhere to both internal policies and external regulations. The external recognition from Institute of Chartered Secretaries of Bangladesh (ICSB) for Corporate Governance Excellence strengthens our commitment to governance.

In an ever-evolving regulatory landscape, it is imperative that we uphold the highest standards of integrity and transparency. Recognizing that our employees are our greatest asset, we have focused on compliance training programs. By fostering a culture of compliance, we empower our employees to act responsibly and ethically in all business dealings.

ACCOLADES FOR RECKITT BENCKISER (BANGLADESH) PLC

Recognising the stellar role played by your Company in advancing Corporate Governance and disseminating knowledge amongst the general public about building robust health and hygiene practices amongst other initiatives, your company was awarded several awards at national level in reporting and compliance, brand, and other social categories during the year 2025.

FUTURE OUTLOOK

We are committed to protecting, healing, and nurturing as we work toward a cleaner and healthier world. In the coming years, we will focus on strengthening our portfolio and our organization so we can compete and innovate more effectively. Our goal is to deliver steady, strong returns for shareholders by meeting the needs of all our stakeholders, and we are well prepared to achieve this.

APPRECIATION

Finally, I would like to express my sincere thanks to our valued shareholders, business partners, and all other stakeholders for their continued support, and to our employees for their hard work and dedication. Heartiest appreciation to my colleagues on the Board for their advice and guidance and the various regulatory bodies of Bangladesh Government for the co-operation extended to us.

Asha G

Asha Gopalakrishnan
Chairperson

MANAGING DIRECTOR'S STATEMENT

"In 2025, we continued to progress by selectively pursuing growth opportunities, guided by our Purpose, Compass, and Leadership Behaviors. Through disciplined execution and a focus on delivering value, we strengthened our topline performance and reinforced the foundations for sustainable growth."

Vishal Gupta
Managing Director

Dear Valued Shareholders,

I am pleased to present our Annual Report and Financial Statements for the year 2025. The year 2025 proved to be a challenging year for the Company, marked by subdued demand across the household and toiletries consumer products segment. Despite these headwinds, the Company demonstrated commendable resilience, maintaining stable revenue throughout the year and achieving revenue growth of 3.8%. However, persistent disruptions in the global supply chain, increased tariff barriers, and logistical challenges arising from the political transition in Bangladesh exerted significant pressure on our cost structure and operational efficiency. Notwithstanding these socio-political and global challenges, our team displayed exceptional resilience, adaptability, and innovation. Considering the adverse operating environment, the results achieved remain encouraging, and I take satisfaction in the way the organisation navigated these complexities while continuing to focus on long-term sustainability and value creation. The gross profit and operating profit increased by 3.5% and 4.2% respectively compared to the previous year, resulting in an increased net income for the year.

OUR PRODUCT PORTFOLIO

Your company is a proud presenter of household, toiletries and pharmaceutical products to the consumers of this country and is committed to providing high quality products to our loyal consumers.

HIGHEST QUALITY PRODUCTS

We have adapted and advanced our management practices and operational methods to align seamlessly with our purpose. We consistently maintain a high level of positive energy and dedication to deliver products that meet the highest standards of safety and quality. Our vision is to "fight to make access to the highest quality hygiene, wellness and nourishment a right and not a privilege".

OUR PEOPLE

At Reckitt Benckiser (Bangladesh) PLC, our people are the cornerstone of our success. Their dedication, resilience, and innovative spirit drive our mission to deliver the highest quality hygiene, wellness, and nutrition products. Your company took steps to establish work-place safety protocols regarding individual health. Mental health well-being also came into consideration, and Our Employee Assistance Program (EAP) is designed to provide comprehensive support for mental health, ensuring that our team members have access to the resources they need to thrive both personally and professionally.

The culture of Reckitt Benckiser (Bangladesh) PLC is built on our best qualities. We've always been known for our dynamic culture, united by a shared sense of ownership and focused on action and achievement. Our workplace has long been recognized as a place where people take responsibility for making things happen. That drive for delivery and innovation is now even more strongly combined with a sense of purpose. We are responsible for our impact in the world, and we want to make a real, positive difference. There is an upsurge of support for our Purpose, Fight and Compass. We take care of each other and recognize we all have a part to play in making access to the highest-quality hygiene and wellness a right, not a privilege.

CONTRIBUTION TO NATIONAL EXCHEQUER

As a public listed company, Reckitt Benckiser (Bangladesh) PLC faced 20.0% corporate income tax. For the year 2025 our income tax expense on profit before tax is Tk. 27.06 crore. This year our total contribution to Govt. revenue fund stood at Tk. 199.89 crore compared to Tk. 198.06 crore of the previous year.

SUSTAINABLE DEVELOPMENT GOALS

We support the United Nation's (UN) Sustainable Development Goals. A project of Tk. 15.89 crore is underway for Effluent Treatment Plant (ETP) to undergo the upgrade of wastewater treatment at Reckitt Benckiser (Bangladesh) PLC Factory located at 58/59, Nasirabad Industrial Area, Chattogram 4209 to enforce environmental compliance.

Through our corporate social responsibilities (CSR), environmental initiatives as well as our principal activities we aim for sustainability on this planet earth. Through the "Together in Possibility" campaign (Somvabonay Eksathe- in Bengali), Harpic, in collaboration with Sajida Foundation, has provided sanitation workers with a health card that allows them and their families to receive healthcare at discounted rates across 250 hospitals. Dettol is maintaining a digital platform for hygiene learning, inspired by the "Dettol Harpic Hygiene Curriculum" book. Dettol-Harpic was also the hygiene partner at "Amar Ekushey Book Fair" for which Bangla Academy recognized Reckitt Benckiser (Bangladesh) PLC with "Hygiene Partner Award".

EXTERNAL RECOGNITION FOR RECKITT BENCKISER (BANGLADESH) PLC

During 2025, your Company was recognized for multiple achievements. Institute of Chartered Secretaries of Bangladesh (ICSB) awarded Reckitt Benckiser (Bangladesh) PLC with a Gold Award for Corporate Governance Excellence 2024 and Institute of Cost and Management Accountants of Bangladesh (ICMAB) awarded Reckitt Benckiser (Bangladesh) PLC Silver Award for Best Corporate Award 2024, Bangladesh Brand Forum recognized Reckitt Benckiser (Bangladesh) PLC with Most Loved Brand in toilet cleaning Category.

These awards reflect the Company's strong standards in financial reporting and corporate governance, as well as the trust and confidence placed in us by millions of consumers who rely on our products every day. These principles are deeply embedded in our values and ethical conduct, and we remain committed to upholding and protecting them.

REPORTING APPROACH

As part of the expectations we have articulated over recent years, the Annual Report and Financial Statements 2025 has been prepared using an integrated framework. This approach brings together sustainability disclosures, risk management reporting, and expanded corporate governance information to strengthen transparency and enhance engagement with our stakeholders.

Sustainability reporting includes our environmental initiative for the year 2025 and integrated reporting. We compared the integrated reporting (IR) framework with our own business model and reported on the six main capitals of the IR as part of our detailed value creation process. Annual Report along with our audited financial statements for the year 2025 is available in our website at https://www.reckitt.com/reckitt-bangladesh-about-us/.

LOOKING FORWARD

Looking ahead, we are cautiously optimistic about the operating environment, supported by the newly elected government's positive policy direction, focus on socio-economic reforms, and initiatives aimed at restoring investor confidence. These measures are expected to enhance market sentiment and create a more stable and enabling environment for business growth. While global and domestic uncertainties remain, we see opportunities emerging from improved governance, reform momentum, and increased economic activity.

At the same time, inflationary pressures are expected to persist. In this situation, we aim to remain flexible, and our innovation, growth, and productivity shall continue to make us resilient in the face of these challenges. Sustainability remains at the core of our strategy, with all our values embedded with sustainability goals, as we remain committed to achieving a cleaner and healthier planet while creating long-term value for our stakeholders.

APPRECIATION

I would like to extend my sincere appreciation to our shareholders for their continued trust and confidence in our work. I am equally grateful to my fellow Board members for their diligence, support, and unwavering focus during a particularly demanding year. I also thank the Reckitt management team for the timeliness, quality, and rigor of their reporting. Finally, we are deeply thankful to our loyal consumers for placing their trust in us, and we remain committed to delivering purposeled products worthy of that confidence.

Vishal Gupta
Managing Director

OUR VISION

Our compass sets out the new values and behaviors for our business. At its heart is the goal of always doing the right thing with clear principles around putting consumers and people first, seeking out new opportunities, striving for excellence, and building a culture of shared success. Our compass will guide us to sustainable growth in the future.

- Do the right thing Always
- Put consumers and people first
- Seek out new opportunities
- Strive for excellence
- Build shared success

OUR MISSION

In order to deliver on our ambitions around Purpose and our business strategy, our culture enables our people to have the Freedom to Succeed and operate at their best. Our culture is embedded in our Leadership Behaviors. These behaviors set out our expectations for how every one of us at Reckitt behaves. They are deeply embedded inside our company and are the basis for how we evaluate our leaders going forward in line with our desired culture. Reckitt leaders Own, Create, Deliver and Care.

OWN

- Live our purpose, fight and compass
- Know our business code
- Make decisions

CARE

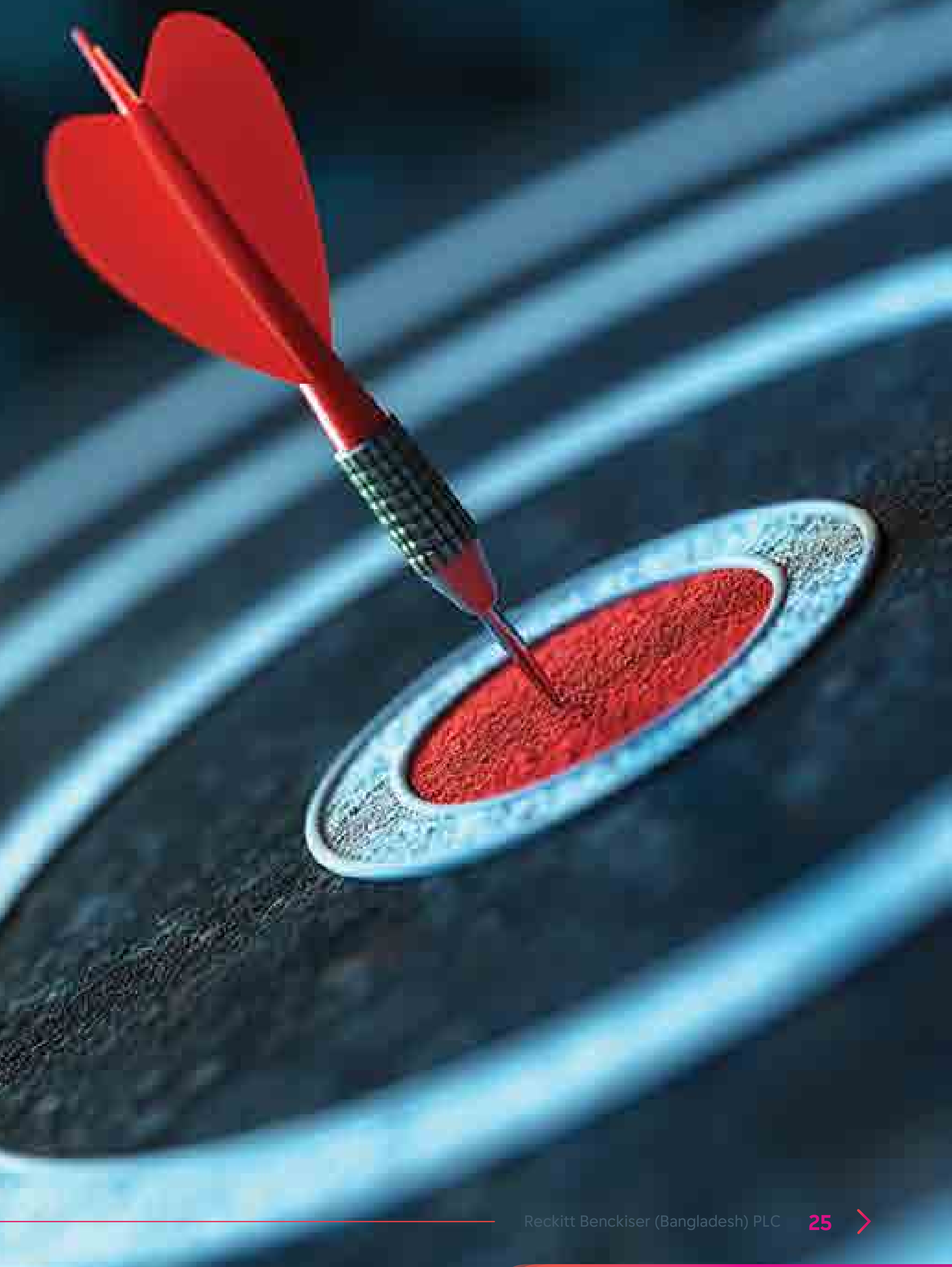
- Actively listen, learn and include
- Speak direct with respect
- Act to unleash potential

CREATE

- Spot opportunities
- Innovate, iterate and scale
- Relentlessly build better

DELIVER

- Focus on what matters
- Move boldly and at pace
- Join forces to win bigger



OUR RESOURCES, STRATEGIC OBJECTIVES AND BUSINESS FRAMEWORKS

OUR KEY RESOURCES

01

Our People and Culture

We employ outstanding people who work in a unique culture that harnesses their passion and allows them to make a real difference.

02

Our Key Brands

We have a portfolio of leading brands that offer faster growth and higher margins.

03

Our Knowledge and Skills

We have deep consumer understanding, quality and innovation capabilities and an agile organization, which gets products to market fast.

04

Our Stakeholders

We develop strong, trusted relationships with our customers, consumers, suppliers and communities. We access and develop networks and partnerships that extend our impact.

05

Our Infrastructure

Our business is underpinned by strong manufacturing sites, centers of excellence and logistics centers.

06

Our Financial Strength

Shareholder's equity, debt, and retained profit give us the financial resources to implement our strategies.

A VIRTUOUS CIRCLE OF GROWTH

Overarching our core business model, we seek to deliver continuous productivity improvements, allowing for further investment in the business - to our brands, capabilities and growth opportunities. In doing so, Reckitt creates a virtual circle of growth.

The relentless pursuit of a cleaner healthier world

- Superior insights coming from better data accross consumers, channels and platforms
- Trusted purpose-led solutions, supported by science platforms and well-invested brands
- Funded by productivity with sustainable, lean cost structures
- Execution excellence to drive growth from product penetration, market share gains, new places and new spaces

RECKITT'S OVER ALL STRATEGIC OBJECTIVES

- Rejuvenate Reckitt to deliver shareholder value
- Restore organic top line growth
- Achieve sustainable increased medium-term earnings growth
- Maintain disciplined capital allocation

STRATEGIC IMPERATIVES

Purpose and culture fit for the future

Our Purpose is clear and compelling. Our brands and products do good in the world and enable us to protect, heal and nurture in the pursuit of a cleaner, healthier world.

Excellent brand portfolio for value creation

We operate in long-term growth categories. We believe our category creation, household penetration and premiumisation through our portfolio of brands can fuel our growth for decades to come.

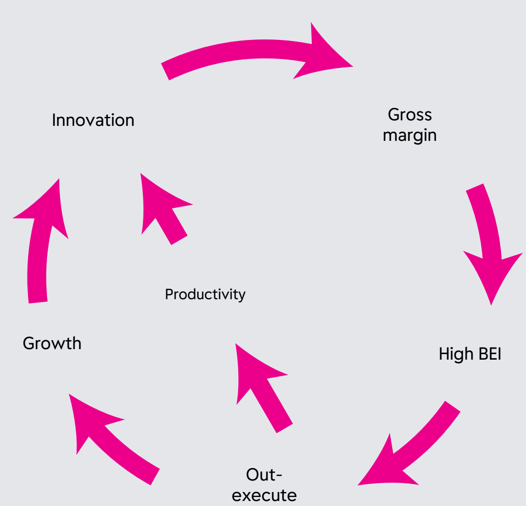
Scaled global footprint

We've seen net revenue growth and enjoyed significant scale benefits in Bangladesh markets.

Enhanced returns to shareholders

Our enduring framework for sustained value creation. We are creating value for our shareholders through brand investment, sustained revenue growth and our capital allocation priorities.

OUR EARNINGS MODEL



OUR VALUE CHAIN

We maximize our impact through our purpose-led brands, the way we do business across our value chain, and the partnerships and social investments. Through our value chain we are taking quality input from our environment and providing superior solutions by efficient and high value management of the value chain.

01. PRODUCT DESIGN

We develop superior science based solutions with assistance from our Global R&D team. We also aim to design products that contribute to our sustainability targets.

02. SOURCING

We source product packaging and raw materials from local and foreign suppliers across the globe.

03. MANUFACTURING

We have a local production facility situated at Chittagong, Bangladesh.

04. SUPPLY AND LOGISTICS

We have a robust distribution network that ensures efficient supply and logistics, enabling us to reach our customers promptly and reliably.

05. SALES AND MARKETING

Our major trading channels span distributors, modern trade, institutions, and e-commerce platforms. The network of distributors helps us to reach consumers.

06. CONSUMER USE

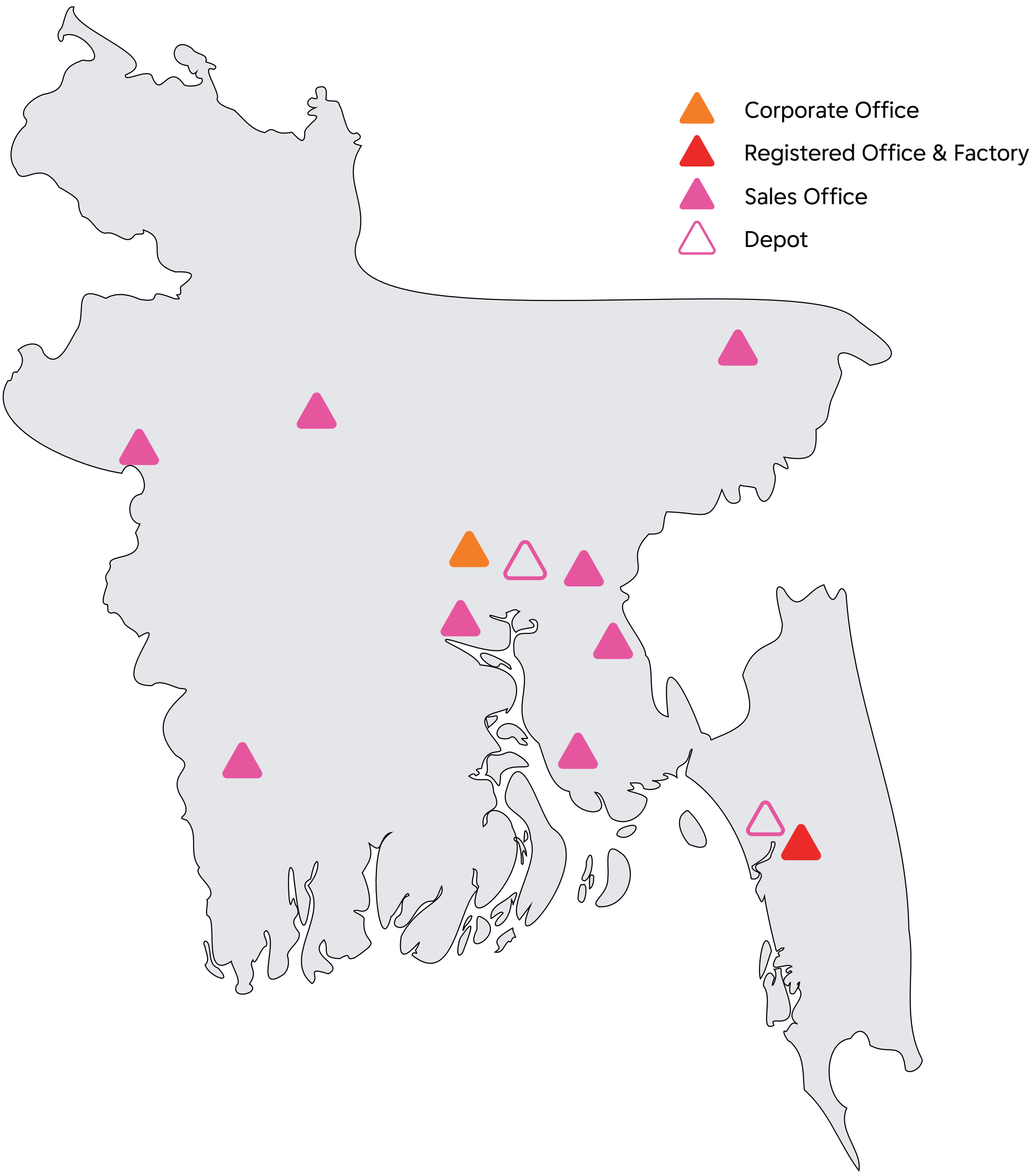
Our products are used in households each day. On this scale, even small changes in consumer behavior can have a big impact.

07. END OF LIFE DISPOSAL

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

OUR OPERATIONAL ENVIRONMENT IN BANGLADESH

Reckitt Benckiser (Bangladesh) PLC operates in Bangladesh with registered office and factory in Chittagong and two depots, located at Chittagong and Dhaka, corporate office in Dhaka and eight (8) sales office all over the country.



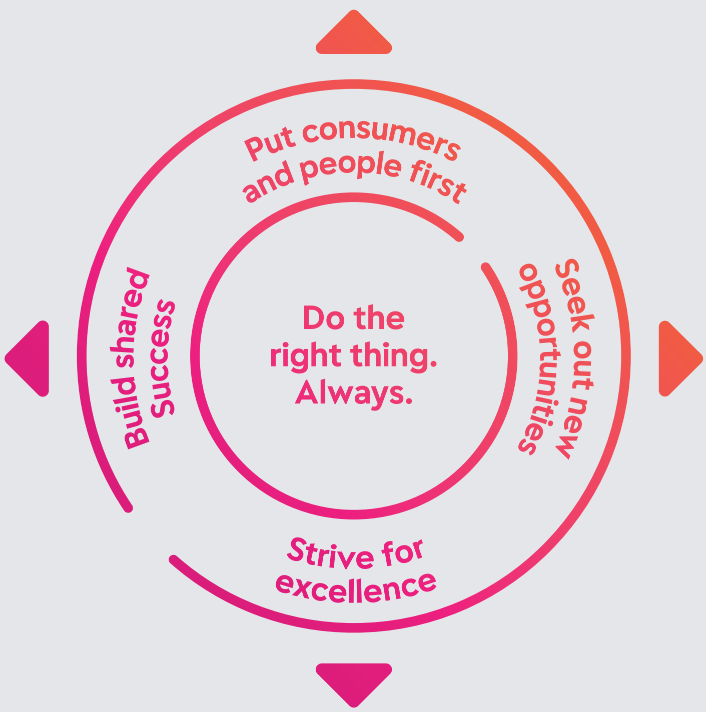
CULTURE & VALUES

Our culture and values define the way that Reckitt Benckiser (Bangladesh) PLC does business. Our Code of Conduct reinforces our principles of business conduct and is communicated to all employees each year with mandatory training. Our values underpin our Code of Conduct. Our Code of Conduct sets out the level of conduct expected from all Reckitt Benckiser (Bangladesh) PLC employees, contractors, outsourced personnel and joint ventures and the Board of Directors, as accountable, ethical and compliant owners of our business unit.

OUR CORE VALUES & CODE OF CONDUCT

At Reckitt Benckiser (Bangladesh) PLC, we're united by a single, shared purpose: to protect, heal and nurture in the relentless pursuit of a cleaner, healthier world. With such a profoundly important Purpose, the world has high expectations of our company.

It's only through an unwavering commitment to Do the Right Thing, Always that we can maintain trust with society.



OUR COMPASS

Since our Code is a guide to putting our values into action every day, it's something you should refer to time and time again.

DO THE RIGHT THING ALWAYS

1 GET TO KNOW OUR CODE

Familiarise yourself with the Code, our policies and with the laws applicable to you

Take our mandatory Code of Conduct training

2 FOLLOW THE CODE, OUR COMPASS AND LEADERSHIP BEHAVIOURS

Think before you act: follow our **Compass.** embody our **Leadership Behaviours** and always behave ethically.

Raise any concerns about violations of this Code, the law or our policies

3 IF YOU'RE A PEOPLE MANAGER, LEAD AND SUPPORT YOUR TEAM

Lead by example, including by creating an environment where people feel comfortable raising their concerns for the greater good of Reckitt

Assess compliance with the Code as part of your team's appraisal process

HOW TO MAKE GOOD DECISIONS

Our Code is full of guidance to help you make the right decisions, but it doesn't cover every situation you might face. That's why it's important to exercise good judgement and be guided by our Compass and Purpose. Our actions should also be consistent with our Leadership Behaviors. When you're faced with a complex situation, follow our three-step check:

1. PAUSE

Pause before you act. Is what you plan to do legal? Is it aligned to our Compass, Purpose and Leadership Behaviours?

2. REFLECT

Does the action fit within our Code, policies and standards? Would it withstand public scrutiny? Is it the Right Thing, Always?

3. ASK

If in doubt, ask for help: raise your concerns with a trusted leader or member of the HR, Legal or **Ethics & Compliance Function**

YOUR DUTY TO RAISE CONCERNS AND HOW TO DO SO

Raise a concern in a way that works for you.

1 YOUR LINE MANAGER

Generally, the first person you should approach when raising a concern is your Line Manager, who may be able to address it or engage those who can.

2 A TRUSTED LEADER, HUMAN RESOURCES BUSINESS PARTNER, OR MEMBER OF THE LEGAL OR ETHICS & COMPLIANCE FUNCTION

If approaching your Line Manager is inappropriate, for whatever reason, then you should raise your concem with a trusted leader, your Human Resources Business Partner or a member of the Legal or Ethics & Compliance Team. They may be able to address your concern, help mediate on your behalf or point you towards our grievance procedures.

3 THE SPEAK UP! SERVICE

If you genuinely believe your concem cannot be dealt with through the channels mentioned here, for whatever reason, please raise a confidential report through the Speak Up! Service. You can report your concern anonymously, where permitted by law, although we encourage you to speak up in confidence. You can trust that all reported concerns are taken seriously and assessed by select members of our Ethics & Compliance Team who will determine next steps.

NO TOLERANCE FOR RETALIATION

We value the help of those who report concerns in good faith. Retaliation against those using the Speak Up! Service in good faith or assisting the investigation of a Speak Upl report will not be tolerated

At the Centre of our Compass is our commitment to Do The Right Thing, Always. You have a duty to speak up as soon as you observe, or suspect misconduct: the quicker you raise your concerns, the quicker we can take corrective action.

PUT CONSUMERS AND PEOPLE FIRST

DELIVER SAFE, REGULATORY COMPLIANT & HIGH-QUALITY PRODUCTS

At Reckitt, our goal is to ensure the safe and proper use of our products improving the lives of the people we serve, the communities in which we operate and the environment.

Our reputation is reflected in every product we sell that's why our products must always meet quality and safety standards and the relevant regulatory requirements.

Our Role

- Ensure that our products meet our quality standards and are safe to use.
- Incorporate safety-by-design principles at every stage of our products' lifecycle and ensure compliance with all relevant regulatory requirements.
- Report any negative feedback and adverse events related to our products' safety, quality or performance to your local Drug Safety Officer within 24 hours.

COMMUNICATE RESPONSIBLY WITH OUR CONSUMERS

We put people's lives and needs at the heart of our business that's why we communicate our products' quality, efficacy, safety and value for money to our consumers.

Our Role

- Follow our **Responsible Marketing Policy** and **Pinciples** and comply with all applicable laws.

VALUE UNIQUENESS & CONSCLOUSLY INCLUDE

Diversity within our workforce enables us to better understand, represent and serve the communities we work in.

We're committed to providing an environment where all our people feel able to participate fully, be themselves and realise their potential.

Our Role

- Treat everyone with dignity and respect.
- Promote equal opportunities fair and inclusive treatment for everyone we work with and make reasonable accommodation based on dimensions of diversity
- Report bullying, discriminiation, hostile consuct or harassment

PROVIDE SAFE & HEALTHY WORKING CONDITIONS

Providing a safe and healthy workplace is essential for us to thrive. That's why we must comply with all applicable health, safety and environmental laws as well as with our own environmental Health & Safety requirements.

Our Role

- Follow all Health & Safety rules and workplace guidance.
- Take necessary precautions to protect yourself, your co-workers and visitors.
- Do not engage in any threats acts of violence or physical intimidation and keep our workplace weapons-free.
- Immediatly report accidents, injuries and unsafe practices or conditions.

SEEK OUT NEW OPPORTUNITIES

SAFEGUARD OUR CONFIDENTIAL INFORMATION

Our confidential or proprietary information is a tremendously valuable asset, which sets us apart from our competitors. Protecting it is paramount for our success.

Our Role

- Safeguard any informaion that demands stricter levels of protection
- Before disclosing any confidential information, ensure this is on a strict 'need to know' basis and restrict the onward use and distribution of this information.
- Do not share our confidential or proprietary information with competitors
- Do not misuse or disclose any confidential or proprietary information or trade secrets during or after employment.

PROTECT PERSONAL INFORMATION

We respect the privacy of our consumers, co-workers and others we do business with and we are committed to handling their personal information (any information relating to an identified or identifiable individual) with care. When things go wrong, we investigate them and remediate them in a timely fashion.

Our Role

- Follow our **Data Privacy Governance Policy** and the laws of the country we work in.
- Ensure consumers' personal information is handled in accordance with the ethical values set out in our **Responsible Consumer Data Principles.**
- Only collect, use and process personal information for legitimate purposes.
- Securely store personal information and dispose of it once no longer needed.
- Report any actual or suspected data breaches. via **Assist.**

COMMUNICATE RESPONSIBLY

Our success depends on our stakeholders' trust that we provide clear, accurate, complete and consistent information. Always communicate responsibly, taking care that our words don't have unintended consequences.

While using social media, use them wisely:

1. Never disclose confidential information
2. Be respectful in our interactions
3. Use caution around topics which may be considered inflammatory.

Our Role

- Ensure all communications are ethical and responsible: consider their content carefully and be mindful that words could be taken out of context.
- Don't agree to interviews or speaking engagements regarding our company without the approval of the **External Affairs Team.**
- Forward any request to discuss our company's business with members of the press, investors or market analysts to the **External Affairs Team**
- When using social media, think before posting be careful and be respectful.

STRIVE FOR EXCELLENCE

ACTING WITH INTEGRITY

We win business based on the quality of our products and services, not by unethical or unlawful means. We have zero tolerance for bribery and corruption. We don't offer or accept improper payments and we do not tolerate improper payments by third parties working on our behalf.

ALWAYS

Think about the intent of our actions, and how others might perceive them.

Exercise caution when dealing with people in a position of power, like Government Officials, and ensure our dealings are legitimate and ethical.

Be complete and accurate when recording payments and expenses; monitor the work third parties do for us.

NEVER

Improperly offer, give, promise, request or accept anything of value to gain, retain or reward business directly or via third parties.

Accept or request improper payments. An improper payment is the exchange of something of value to influence a transaction (e.g. bribes, gifts, donations, etc.). We should assume that giving a benefit to a Government Official is improper unless explicitly permitted by Law or by our Policies.

Use Reckitt's money for political donations.

INTERACT RESPONSIBLY WITH HEALTHCARE PROFESSIONALS AND HEALTHCARE ENTITIES

We collaborate with healthcare professionals and healthcare entities to support business development efforts, share clinical experiences and product-related information. We ensure that all our dealings are ethical, in appearance and in fact.

Our Role

- Identify conflicts of interests
- Any conflict of interest must be disclosed in the **Conflicts of Interest Register.**

DISCLOSE CONFLICTS OF INTEREST

We are expected to act in our company's best interests, which means we must never allow our personal interests to influence the actions we take on Reckitt's behalf

PRACTICE COMPETITION

A free and competitive market serves us and our customers best. To compete fairly, we do not share nonpublic information regarding pricing, costs or other sensitive matters with competitors, nor do we use our market position to illegally get a competitive advantage or block a competitor's market access.

Our Role

- Be cautious when interacting with competitors do not discuss matters such as prices, terms of sale, market shares, etc., and disengage if the discussion goes in this direction.
- Never enter into any agreement to-
  - Illegally fix or control prices
  - Offer anti-competitive rebates, or other illegal incentives
  - Not compete for certain business or bids
  - Boycott specific suppliers or customers
  - Divide or allocate markets or customers
  - Do anything else that could limit competition

COMPLY WITH TRADE SANCTIONS

Sanctions are restrictions that apply to dealings with certain countries/territories, governments, groups, entities and individuals. We comply with all applicable sanctions worldwide, including those regarding the import/ export of our products.

Our Role

- Perform due diligence on third parties to ensure they are not sanctioned.
- Immediately contact Legal if we suspect a third party may be sanctioned

ACT RESPONSIBLY TOWARDS OUR SHAREHOLDERS AND THE PUBLIC

We must not illegally profit from information which we hold through our roles at Reckitt. Trading or encouraging others to trade on inside information or providing it to unauthorized persons is a criminal offence in many countries.

Our Role

- Never buy or sell shares in Reckitt, any listed Reckitt subsidiary, or any other publicly traded company securities when in possession of inside information.
- Never encourage anyone to buy or sell securities of any listed company when they have inside information related to those securities.
- Never spread false information or engage in other activities to manipulate the price of publicly listed securities.
- Manage communications with investors and the media carefully.

MAINTAINING ACCURATE RECORDS

Our success depends on how well we manage our business. Our records provide a picture of our business's health, so we all have a responsibility to ensure their accuracy and the legitimacy of our transactions.

ALWAYS

1 ACT AS AN ACCOUNTABLE OWNER

- Accurately record and maintain our company books and records.
- If our job requires us to disclose information to the authorities, ensure what we provide is complete, accurate, timely and understandable.
- Cooperate with auditors and Regulators on any review of our books and records.

2 SCRUTINISE OTHERS' ACTIONS

- Be alert to comments like: "Make the numbers work", "Hold that sale until next month so we can meet next quarter's target", etc., as these may indicate potentially illicit practices. Report these comments to the **Internal Controls Team**.
- Know our business partners and their role, in an effort to prevent illegal activities.
- Be alert to unusual patterns in our business partners' activities: red flags such as attempts to avoid record-keeping requirements should be reported to the **Internal Controls Team** and Legal Team for review.

NEVER

3

- Falsify, misreport or mischaracterize information that relates to our business.
- Mislead any shareholders, auditors, regulators or any other governing body.
- Accelerate or defer costs in violation of accounting principles.
- Manipulate or destroy information that may be needed for an investigation, an audit or a legal proceeding.

BUILD SHARED SUCCESS

RESPECT HUMAN RIGHT

Respecting human rights is an absolute and universal requirement.

We are committed to respecting the fundamental human rights defined in the UN Universal Declaration of Human Rights and to uphold the principles of non-discrimination, elimination of child and forced labour, rights to collective bargaining and freedom of association.

Our Role

- Uphold human rights and strive to make a positive impact through our activities.
- Be alert to and seek to identify human rights risks and adverse impacts that may arise through our activities.
- Report any incidents to the Sustainability Team.

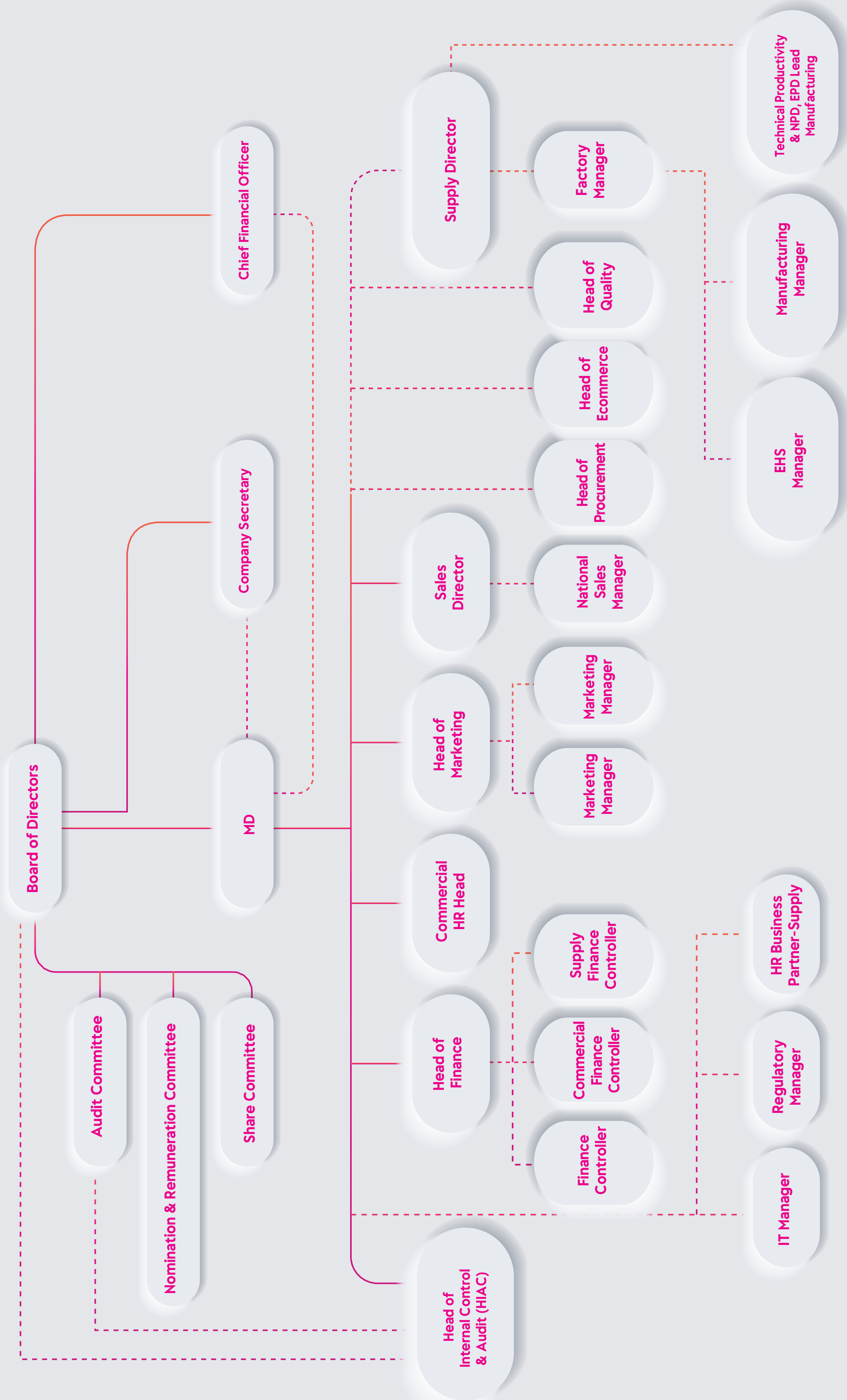
CARE FOR OUR PLANET

We conduct business in an environmentally responsible way. We comply with the applicable environmental laws to minimise our environmental impact, address sustainability challenges and nurture the communities we operate in.

Our Role

- Comply with the applicable environmental laws and Reckitt policies.
- Identify opportunities to protect the environment and use resources as efficiently as possible.
- Report any incidents that may result in an environmental violation or adverse impacts to the Sustainability Team.

ORGANISATIONAL CHART



CREDIT RATING

ACHIEVED CONSECUTIVELY

4 TIMES

CREDIT RATING REPORT

CRISL
Credit Rating Information and Services Limited

Setting global standard at national level

September 28, 2025 CRISL/Com/ 4725 /25

Managing Director
Reckitt Benckiser (Bangladesh) PLC
The Glass House, 9th and 10th floors, Block-SE (B)
38 Gulshan Avenue, Dhaka-1212, Bangladesh.
Email: anisur.rahman2@reckitt.com, mrityunjoy.bose@reckitt.com, nazmul.arefin@reckitt.com

Sub: Announcement of Credit Rating for Public Listed Companies

Sir,
Pursuant to the Credit Rating Companies Rules, 2022, this is to inform you that the Rating Committee of Credit Rating Information and Services Limited (CRISL) has assigned the following rating to **"Reckitt Benckiser (Bangladesh) PLC"** on 28.09.2025 in consideration of its audited financials up to 31st December, 2024 also unaudited financials up to 30th June, 2025 and other relevant quantitative as well as qualitative information up to the date of rating declaration:

Long Term	Short Term	Outlook	Rating Date	Rating Validity
AAA	ST-1	Stable	28.09.2025	27.09.2026

The above is reported as price sensitive information as per guidance in clause 8 A (b) of chapter III of Credit Rating Companies Rules 2022 by BSEC.

Thanking you,

With best regards

Md. Asaduzzaman Khan
Chief Executive Officer

PERFORMANCE REVIEW

This Chapter Includes

- PESTEL Analysis
- Porter's Five Forces Model
- SWOT Analysis
- Management's Discussion and Analysis
- Financial Performance
- Ratios and Analysis
- Horizontal Analysis
- Vertical Analysis
- Value Added Statement
- Non-Financial Performance
- Contribution to National Exchequer
- Future Outlook

PESTEL ANALYSIS

POLITICAL

In 2025, Bangladesh experienced a dynamic political environment, including a transition to an interim government. While isolated incidents of political unrest caused short term disruptions to supply chains and distribution, the interim administration adopted business friendly measures aimed at ensuring policy continuity and reinforcing investor confidence. Ongoing changes in trade regulations, import export policies, and fiscal measures continued to influence strategic planning and operational execution within the FMCG sector.

Our Role

We are continuously assessing the political environment, establishing contingency plans for supply chain disruptions, and ensuring that our operations remain adaptive to potential regulatory shifts. Strong brand trust, established logistics networks and adaptive marketing strategies contributed to weathering periods of political instability for our company.

P

ECONOMIC

Bangladesh's economy continues to offer both opportunities and challenges for the FMCG industry. The sustained expansion of the middle income population is supporting steady growth in demand for branded household and toiletries products such as Harpic, Dettol, Lysol and Vanish. However, global economic uncertainties in 2025, including elevated input costs, supply chain volatility, and inflationary pressures in key sourcing markets, have influenced cost structures and pricing dynamics, requiring careful cost management and strategic planning across the sector.

Our Role

We ensured our most loved Brands like Dettol and Harpic are available at multiple price points thus giving our consumers the flexibility to choose a product aligned with their budget.

We worked closely with our suppliers and bankers to ensure continuity of supply and forex availability. Through close co-ordination and business continuity planning we managed to mitigate the risks.

E

SOCIAL

Social trends in Bangladesh continue to shift towards urbanization, a growing preference for hygiene and wellness products, and increasing health consciousness. Rapid urbanization is expanding the middle-class population, increasing exposure to modern lifestyles and creating greater demand for convenience, branded products, and enhanced living standards.

Our Role

We continue to offer differentiated products to meet the needs of our discerning consumers. We also continued to raise public awareness about health and hygiene best practices through our various awareness programs. We are committed to corporate social responsibility initiatives that promote social welfare and community development.

S

TECHNOLOGICAL

T

Despite the political transition to an interim government during the period, the technological landscape in Bangladesh in 2025 remains largely stable. Government had been introducing new systems with digital solutions for areas in VAT, custom and payment to national exchequer. Also, Growth in e commerce, mobile connectivity, and digital payments is enhancing consumer reach and marketing effectiveness. The advent of artificial intelligence (AI) in the form of Generative AI (Gen AI) poses new opportunities as well as challenges for businesses. However, cybersecurity threats and the need for continuous technological investments remain significant challenges for operating businesses in the digital era.

Our Role

We continue to leverage technology for ease of doing business. We have been at the forefront of leveraging the power of e-commerce to provide access to our high-quality household and toiletries products to our consumers. We are in the early stages of understanding how AI can help us in simplifying our operational processes and consumer engagement.

ENVIRONMENTAL

E

Bangladesh is an active voice in global climate change dialogues, advocating for climate justice because even though it causes very little pollution, it suffers a lot from climate problems like floods and rising sea levels. The global push for plastic waste reduction, energy efficiency, carbon neutrality and sustainable sourcing is influencing local regulatory standards and consumer expectations.

Our Role

Our purpose relentlessly pursues a cleaner, healthier world. The purpose extends far beyond personal hygiene and health – we need urgent action to build a cleaner, healthier planet. We have adopted sustainable practices in our operations, focusing on waste reduction, energy efficiency, and responsible sourcing of materials. We are relentlessly working on developing product formulations aligned with environmental standards and eco friendly packaging solutions.

LEGAL

L

Over time, the Government has increased efforts to ensure better compliance with both direct and indirect taxes, including taking strict actions against tax evasion. The FMCG industry, in which we operate, is subject to stringent regulations.

Our Role

At Reckitt we have an unwavering commitment to Do the Right Thing, always. This encompasses our approach to all tax and legal matters.

PORTER'S FIVE FORCES MODEL

FORCES	INDUSTRY OVERVIEW	RECKITT STRATEGY
Competitive Rivalry	In Bangladesh's FMCG sector, competitive rivalry is intense. We face strong competition from both global giants and agile local firms. The relatively low switching costs for consumers and the availability of cheaper alternatives add to the pressure for Reckitt.	We have introduced product variants tailored to local needs and preferences, strengthening brand loyalty. We have invested in strong, culturally resonant marketing campaigns and local partnerships which contribute to enhance brand visibility. Strategic pricing and promotional offers also helped to retain price-sensitive consumers, while maintaining premium product positioning.
Bargaining Power of Suppliers	In the Bangladesh FMCG industry in 2025, the bargaining power of suppliers is generally moderate. While basic raw materials and packaging inputs are widely available from multiple local and regional suppliers, reducing supplier dominance, manufacturers remain exposed to global price volatility for key imported inputs such as chemicals, fragrances and resins. The ongoing geopolitical tensions, persistent inflation, increased logistics costs and regulatory quality requirements further influence supplier	During the supply disruption period, Reckitt reacted flexibly to the needs of the company and followed its contingency plans to smoothly run the business and provide the goods to the customers. However, due to Reckitt's global scale and strong procurement capabilities, it can negotiate favorable terms.
Threat of New Entrants	The threat of new entrants in the industry with complicated structure of manufacturing remains moderate but growing, driven by the increased demand for household and toiletries products.	Reckitt is a globally established multinational corporation that provides premium quality products to its brand loyal customers, making it difficult for new entrants to replicate its success quickly
Bargaining Power of Customers	Given the inflationary environment, consumers have become value seekers and are looking for quality products at a value. With new players entering the category on a regular basis, customers have an option to push newer players to offer higher margins. As a result, the bargaining power of the customers is high.	Reckitt believes in innovating and providing a variety of products to its customers.
Threat of Substitutes	The threat of substitutes is moderate in 2025. Consumers can switch to local unbranded products, traditional or homemade alternatives, and low priced regional brands, particularly in price sensitive markets. However, growing awareness of hygiene, trust in established brands, perceived quality and regulatory compliance reduce large scale substitution. Brand loyalty and product effectiveness further limit frequent switching, keeping the threat manageable.	Reckitt's strong brand loyalty, product efficacy and continued innovation help mitigate the impact of any threat of any substitute.

SWOT ANALYSIS

STRENGTHS

- Strong brand equity with globally recognized products like Harpic, Dettol, Vanish, Veet and Mortein
- High consumer trust and perceived quality
- Backed by multinational expertise in innovation, marketing and compliance
- Strong financial position
- Competent & committed human resources

WEAKNESSES

- Reliance on a limited set of flagship brands, introducing niche brands tailored to local needs would contribute to combat this challenge.
- Inconsistent rural penetration compared to urban dominance. Our strong distribution network contributes to enhance the last mile distribution and rural marketing programs through partnerships with local networks and micro retailers

OPPORTUNITIES

- Rising awareness of hygiene and health and in the era of increased urbanization boosts category growth
- Investment in sustainable packaging and green innovation to align with ESG goals
- Strategic partnerships with e-commerce platforms to drive direct-to-consumer (D2C) growth
- Strategic partnerships with Government and NGOs on sanitation, awareness and CSR programs to drive brand credibility and social impact

THREATS

- Intense competition from local and international FMCG players with aggressive pricing
- Counterfeit and low-quality imitation products diluting brand trust
- Currency depreciation and import cost inflation impacting profitability
- Disruption in raw material supply chains due to global geopolitical tensions

MANAGEMENT'S DISCUSSION AND ANALYSIS

According to clause no. 5 (XXV) of notification no. BSEC/CMRRCD/2006 158/207/Admin/80 dated June 3, 2018, detailed analysis of the company's position and operations along with a brief discussion of changes in the financial statements are as follows:

Accounting policies and estimates

We followed International Financial Reporting Standards (IFRSs) and the Companies Act, 1994 in preparation of financial statements. These financial statements follow the requirements of IFRSs which are to some extent different from the requirement of the Companies Act, 1994. However, the Company also complied with the requirements of following laws and regulations from various Government bodies:

i. Bangladesh Securities and Exchange Rules 1987.

ii. The Income Tax Act, 2023.

iii. The Value Added Tax and Supplementary Duty Act, 2012.

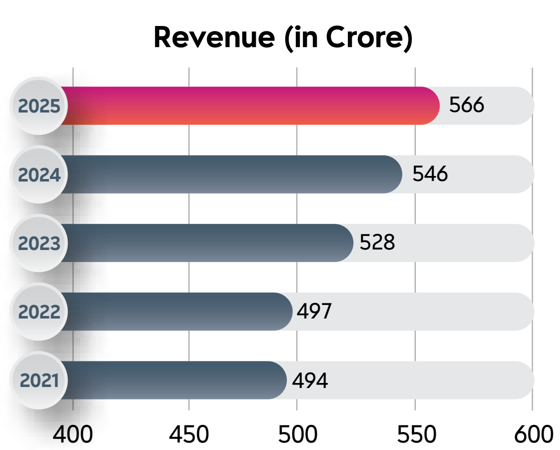
In preparing financial statements, management has made judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income, and expenses. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognized prospectively. Information about judgements made in applying accounting policies on the amounts recognized in the financial statements is included in note 2.07:

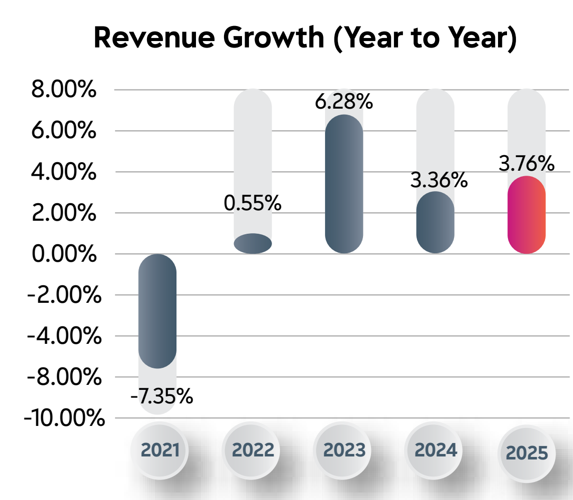
Changes in accounting policies and estimation and its effect

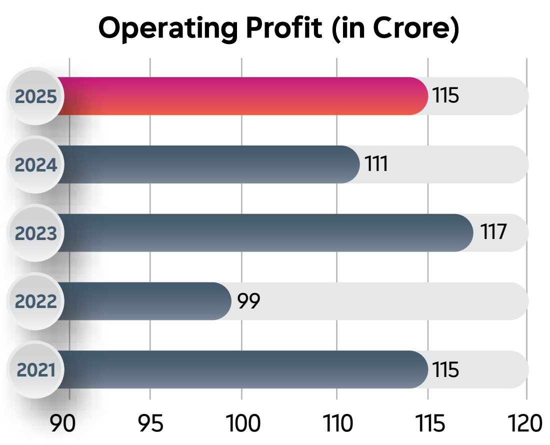
For the year 2025, there were no major changes in the accounting policies.

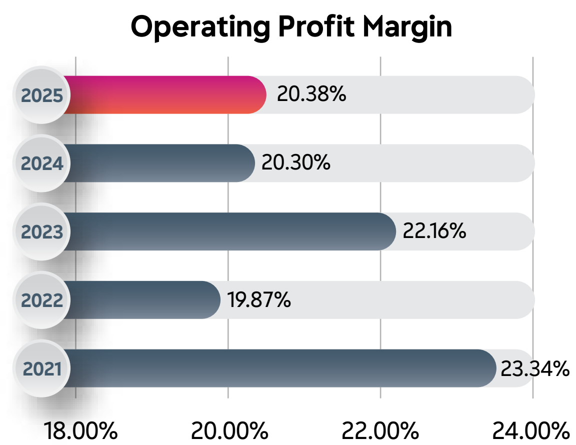
Comparative analysis of financial performance

During the year 2025, your Company reached a turnover of Tk.566 Crore, which has increased compared to the previous year (3.76% revenue growth). 2025 witnessed a tight operating environment with your Company navigating numerous headwinds including macroeconomic challenges, regime change in 2024 followed by an interim Government amongst others. Revenue growth amidst such challenges is a testament to the strength of your Company's brands and quality of execution.

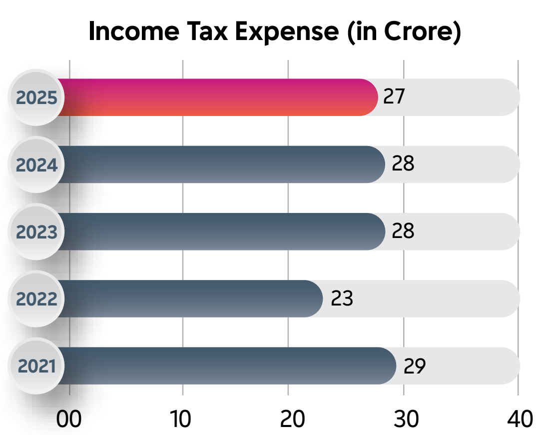


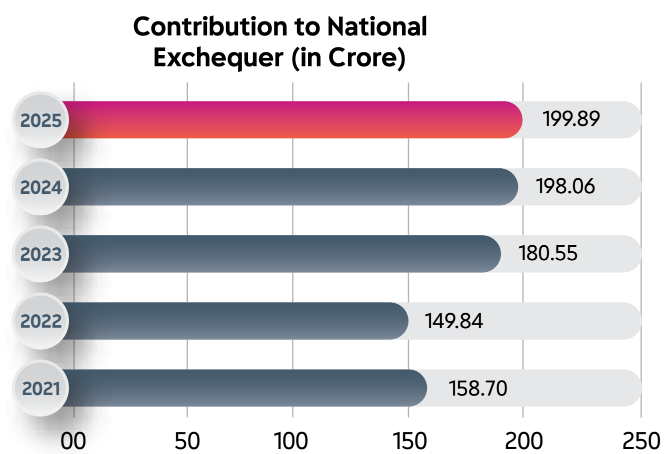


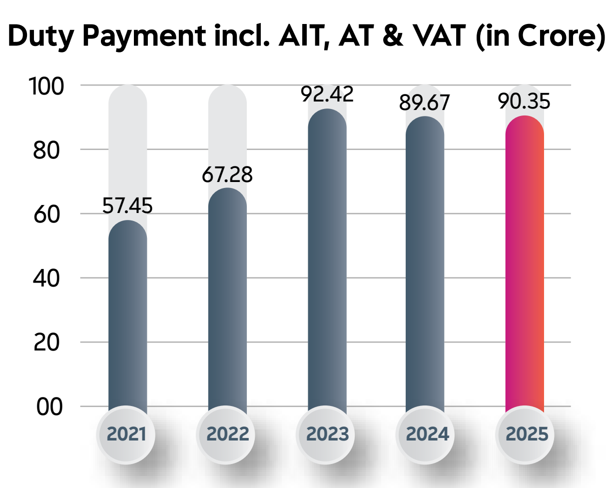




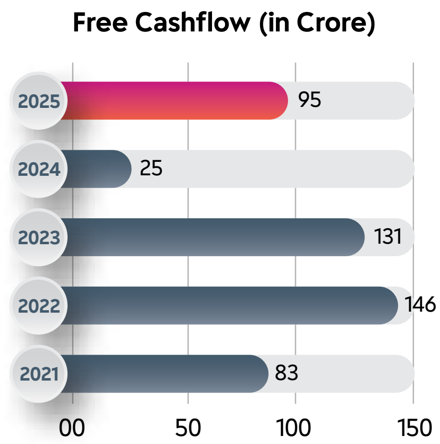
Operating profit margin for the year is 20.38%. Despite having macroeconomic challenges, we made improvements in operating profit marginally by optimizing administrative costs. Income tax for the year is Tk. 27 crore and contribution to national exchequer by your company during 2025 is Tk. 199.89 crore. Among this duty payment including Advance Income Tax (AIT), Advance Tax (AT) and Value Added Tax (VAT) at import stage made by the company is Tk. 90.35 crore.

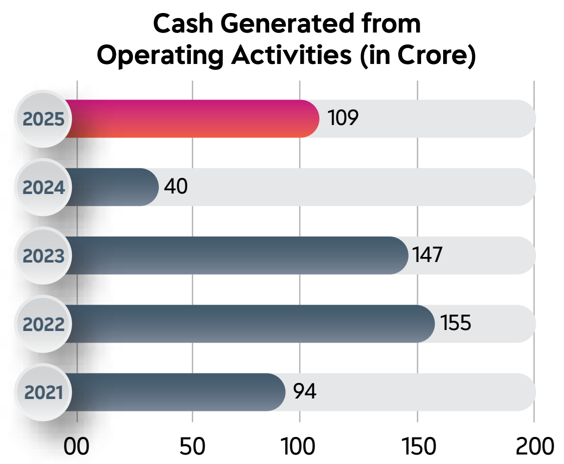






Your Company has a consistent free cash flow, that is the cash available for the company to repay creditors and pay out dividends to investors. For the year 2025, cash generated from operating activities stood at Tk. 109 crore, from Tk. 40 crores of the previous year and your company had free cashflow of Tk.95 crore to use in its operational activities.





Materiality Assessment

Reckitt's materiality assessment is a key part of its governance framework, helping to identify and prioritise issues that impact long-term value creation. These material matters encompass both financial performance and key Environmental, Social, and Governance (ESG) considerations, underscoring their increasing importance in the context of an evolving FMCG industry.

We take a structured and integrated approach to understanding stakeholder perspectives and connecting them to the business realities that drive our performance. This ensures our strategy remains closely aligned with our risk appetite and underpinned by robust governance practices. We actively track and evaluate emerging developments to anticipate potential impacts on our business, enabling timely and informed decision-making. Through clear and transparent disclosures, we support regulatory compliance, enhance accountability, and reinforce the confidence and trust of our shareholders and wider stakeholder community.

Economic scenario of the globe

The global economy in 2025 remained resilient but subdued, reflecting the combined effects of geopolitical uncertainty, persistent inflationary pressures, and structural shifts in trade and investment. In 2025, advanced economies experienced slower momentum while emerging markets continued to be the primary drivers of expansion. Inflation continued its downward trajectory during 2025, easing across most regions as SupplySide disruptions gradually receded and monetary tightening took effect. Central banks largely maintained a cautious stance, keeping interest rates higher for longer to secure price stability, which moderated consumption and investment growth globally.

Geopolitical tensions remained a defining feature of the economic landscape in 2025. Ongoing conflicts and heightened trade protectionism contributed to policy uncertainty, disrupted supply chains, and weighed on cross border investment. Additionally, the ongoing conflict in the Middle East during 2025 heightened geopolitical uncertainty, contributing to volatility in energy markets and renewed inflationary pressures that disrupted global trade flows and supply chains. As a result, businesses and governments faced increased costs, tighter financial conditions, and greater emphasis on trade resilience, diversification, and risk management amid a more fragmented global trading environment.

Overall, the global economy in 2025 was characterized by moderate growth, easing but persistent inflation, and elevating uncertainty. Country level economic outcomes and policy decisions are increasingly shaped by shifts in the global economy, as governments adjust fiscal, monetary, and trade strategies in response to evolving external conditions such as inflation trends, financial market volatility, and geopolitical developments. Policymakers worldwide remained focused on balancing inflation control with growth support, while advancing structural reforms to strengthen long-term economic resilience.

Economic scenario of the country

The year 2025 was marked by continued political uncertainty and economic strain following the July 2024 uprising. The interim government-initiated reforms focused on governance and institutional strengthening, banking sector stabilization, and fiscal discipline. Despite these efforts, ongoing law and order challenges and deep rooted structural constraints continued to undermine business confidence. As a result, private investment remained subdued.

In 2025, Bangladesh's economy navigated a challenging but gradually stabilizing environment shaped by persistent inflationary pressures and ongoing structural reforms. Real GDP growth slowed, reflecting tighter monetary policies, subdued private investment, and weakening global demand, before showing early signs of recovery toward the end of the year. Inflation remained elevated at around 10%, driven by food price volatility and higher energy import costs, weighing on household purchasing power throughout much of the year. This resilience in consumption underpinned steady demand for staple food, hygiene, and household care products, which are core categories for the FMCG sector.

Economy and Reckitt Benckiser (Bangladesh) PLC

Being an import-based manufacturing entity, your Company faced obstacles from the spillover of the challenges facing the global economy. However, your Company continued to demonstrate resilience as a listed FMCG company with strong fundamentals through meticulous planning and superior execution. Your Company had planned ahead and executed supply of products in the market and will continue to do so in a sustainable manner. Amid the macro-economic challenges, investor confidence in Reckitt Benckiser (Bangladesh) PLC remained robust, underpinned by its dynamic portfolio, strong brand equity, and long term growth prospects within Bangladesh's consumer market.

Risks and concerns

The Periodic social unrest and heightened geopolitical sensitivities contributed to short term volatility in consumer sentiment and supply chain risks, your company faced challenges such as supply chain disruption, price increase in key imported raw materials, etc. Despite these headwinds, the stabilising impact of the newly elected government and its reform oriented strategies is expected to support improved business confidence and economic resilience. Reckitt Benckiser (Bangladesh) PLC remains committed to navigating these challenges while relentlessly pursuing its purpose of creating a cleaner and healthier world through innovative solutions. At Reckitt, we believe hygiene is the foundation of health, and we will continue to work to make access to high quality hygiene, wellness, and nourishment a right for all—not a privilege.

Industry Outlook

The near term outlook for Bangladesh's FMCG industry remains cautiously constrained, shaped by persistent macroeconomic headwinds. Ongoing pressures on consumer purchasing power have heightened price sensitivity, encouraged down trading, and resulted in more selective demand patterns across categories. In this context, sustaining demand growth continues to be a key challenge for the industry, as inflation materially influences consumer buying behavior and purchasing priorities. However, the industry will continue to innovate and introduce products meant to address the needs of our discerning consumers. Thus, this industry will continue to be as competitive and as consumer friendly as ever.

Future Outlook

The operating environment for FMCG companies is expected to remain uncertain in the near term, shaped by evolving geopolitical developments, including the escalation of conflict in the Middle East. These developments have heightened global economic uncertainty, contributed to volatility in global energy markets, and driven increases in fuel prices, with cascading effects on transportation, manufacturing, and logistics costs. At the same time, rising prices of key inputs such as packaging resin have added further pressure to cost structures, while persistent inflation and energy volatility continue to weigh on consumer sentiment and spending behavior.

Like most FMCG companies, Reckitt Benckiser (Bangladesh) PLC remains exposed to these external challenges, including higher input and fuel costs and the uncertainty created by geopolitical tensions. However, positive momentum from the newly elected government through renewed policy reforms, increased public investment, and a stronger focus on macroeconomic stability, is expected to improve the overall business climate and strengthen investor confidence. Given these circumstances, the Company is well positioned to navigate this environment through its strong portfolio of trusted health, hygiene, and home brands, which benefit from relatively resilient and essential demand. A robust risk management framework disciplined financial controls, and a responsive supply chain enable proactive cost mitigation and operational continuity. By leveraging strong brand equity, effective risk management, and resilient supply chain capabilities, Reckitt Benckiser (Bangladesh) PLC remains focused on protecting long term value creation and sustaining shareholder confidence amid a complex and evolving global economic landscape.

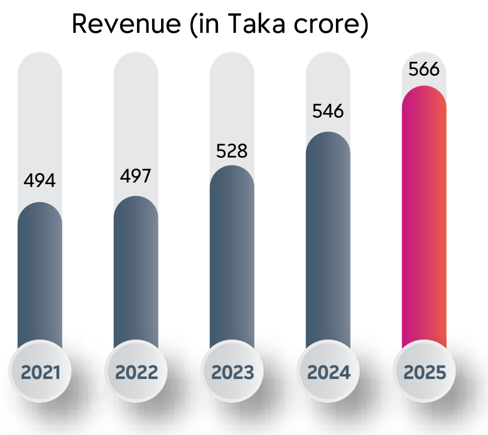
For Reckitt Benckiser (Bangladesh) PLC

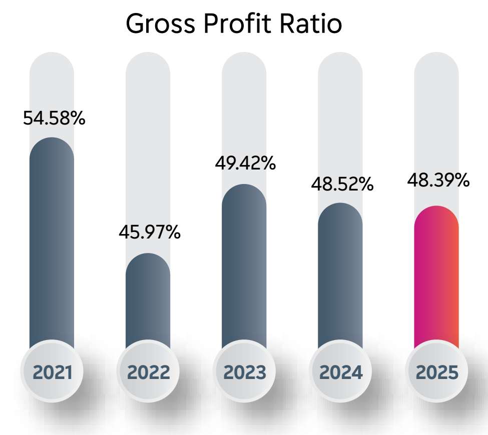
Vishal Gupta
Managing Director

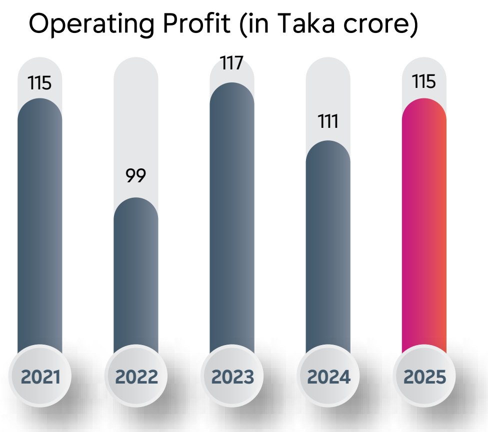
FINANCIAL PERFORMANCE

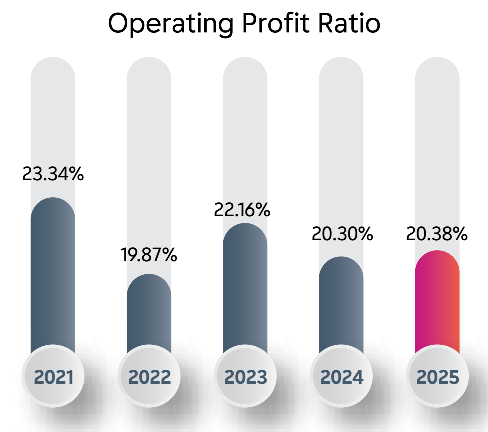
	Amount in Thousand Taka				
	2021	2022	2023	2024	2025
FINANCIAL RESULTS					
Revenue	4,942,046	4,969,365	5,281,570	5,459,227	5,664,352
Profit before Taxation	1,101,501	892,861	1,100,951	1,027,364	1,087,638
Taxation	293,380	233,721	280,453	275,279	270,552
Profit after Taxation (including other comprehensive income/items)	808,122	659,140	820,498	752,084	817,086
Dividend	779,625	463,050	259,875	1,573,425	817,425
BALANCE SHEET SUMMARY					
Property, Plant & equipment(Including CWIP)	571,184	577,880	607,331	609,421	597,529
Right-of-use assets (ROU)	155,426	167,880	142,738	102,355	151,449
Advances, deposits and prepayments	-	-	25,329	28,812	23,903
Deferred Tax	10,885	-	26,761	53,005	42,877
Net Current Assets	434,527	273,067	568,788	1,072,791	214,396
Non-current liabilities	(223,967)	(183,437)	(176,988)	(209,608)	(143,817)
Net Assets	948,056	835,390	1,193,958	1,656,776	886,337
Share Capital	47,250	47,250	47,250	47,250	47,250
General Reserves & Retained earnings	900,806	788,140	1,146,708	1,609,526	839,087
Shareholders' Funds	948,056	835,390	1,193,958	1,656,776	886,337
STATISTICS					
Net asset value per share (Taka)	200.65	176.80	252.69	350.64	187.58
Net operating cash flow per share (Taka)	134.90	271.66	247.41	22.55	170.67
Earning per share (Taka)	171.03	139.50	173.65	159.17	172.93
Dividend per share (Taka)	165	98	55	333	173
Dividend payout ratio	96%	70%	32%	209%	100.04%
Dividend yield (%)	2.88%	2.06%	1.16%	7.66%	5.05%
Profit before Taxation as % of sales	22.29	17.97	20.85	18.82	19.20
Return on Capital Employed (%)	0.95	0.94	0.83	0.59	1.10
Current Ratio (Times)	1.23	1.11	1.18	1.54	1.11
Quick Ratio (Times)	0.92	0.87	1.00	1.18	0.69
Debt equity ratio (times)	2.23	3.07	2.76	1.33	2.40
Debt ratio (times)	0.69	0.75	0.73	0.57	0.71
Interest coverage ratio (times)	99.66	15.74	27.46	13.72	24.88

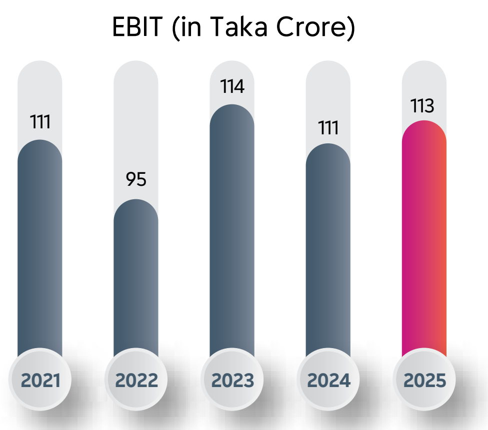
RATIOS AND ANALYSIS

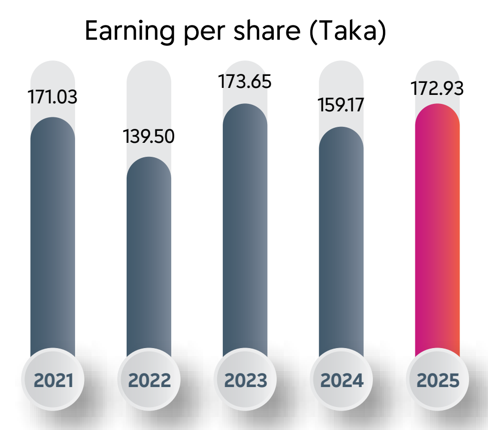




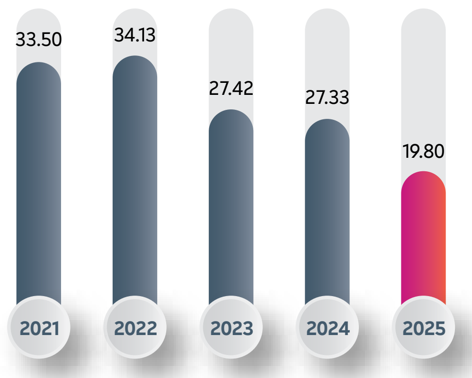




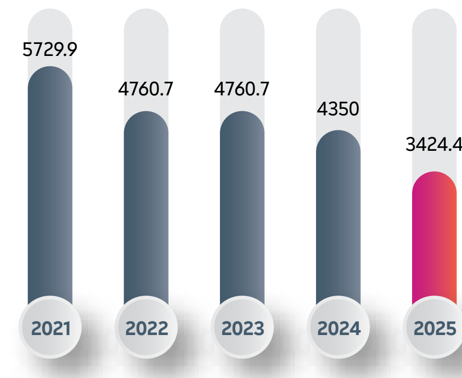




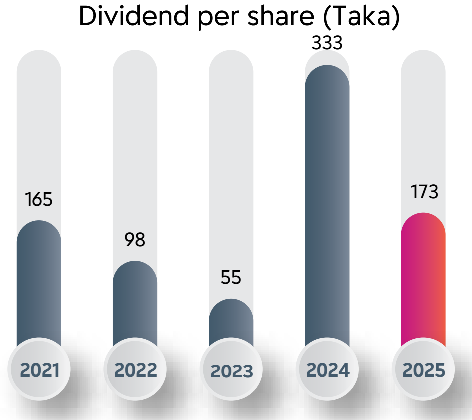
P/E Ratio (Year End Share Price)



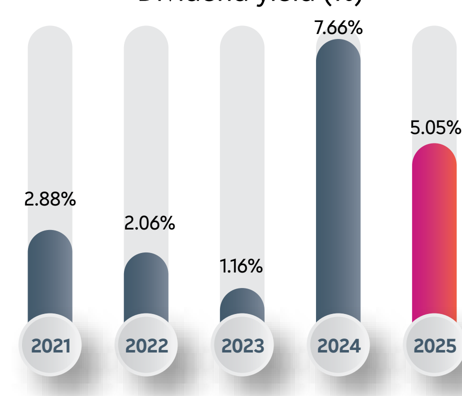
Market Price (at Year End)



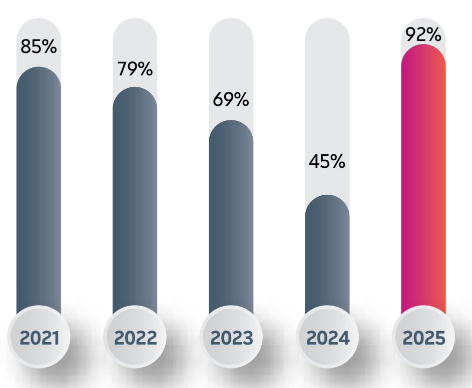
Dividend per share (Taka)



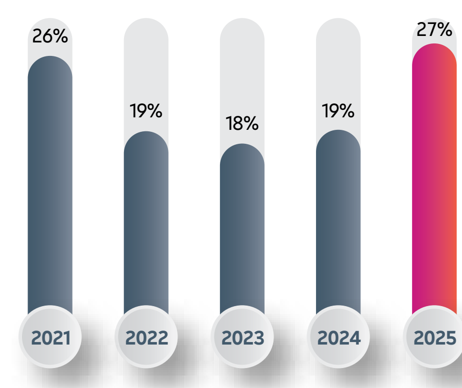
Dividend yield (%)



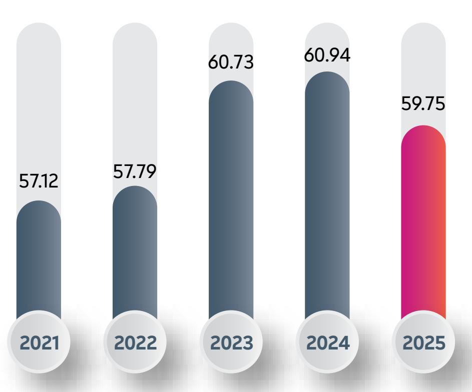
Return on Equity (ROE)



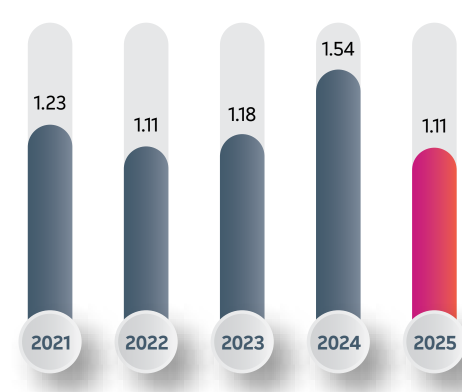
Return on Assets (ROA)

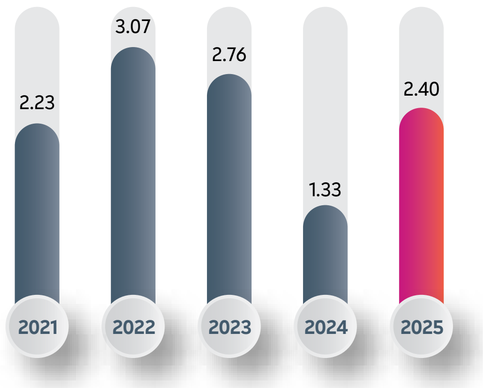


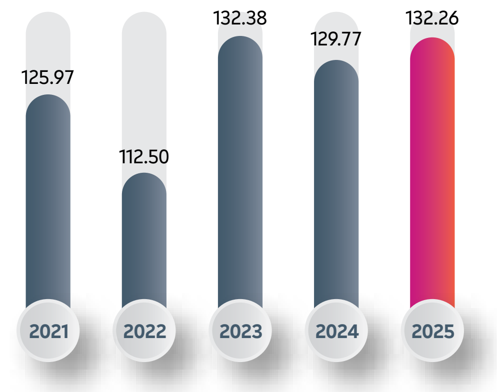
Property, Plant & Equipment (in Tk Crore)

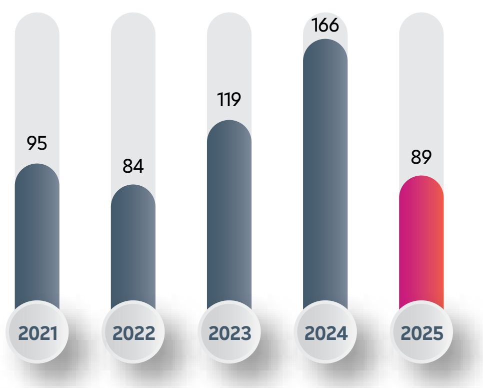


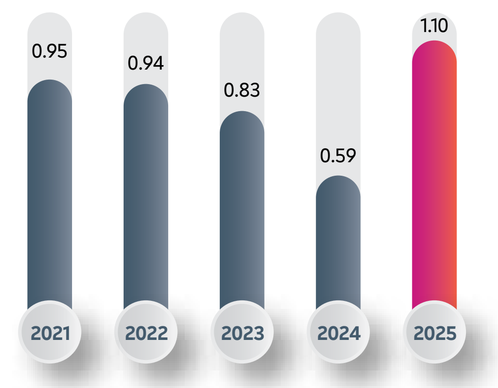
Current Ratio (Times)











COMMENTS ON KEY RATIOS

Dividend Per Share for latest period

In 2025, the Company declared a dividend of Tk. 173 per share, representing 1,730%, from its accumulated profits as part of its commitment to returning value to the honorable shareholders and strengthening investor confidence.

Dividend Yield for latest period

The Company's share price declined in 2025 compared to 2024 based on overall market condition.

Debt Ratio for latest period

The Company's Debt Ratio increased in 2025 compared to 2024, primarily due to a 46.50% reduction in distributable reserves following the distribution of a 3,330% dividend to shareholders during the year.

Return on Equity (ROE) for latest period

The Company's ROE improved significantly in 2025, rising by 47% year on year, mainly as a result of lower distributable reserves at the close of the financial year.

P/E Ratio for latest period

The Company's P/E ratio declined in 2025, primarily driven by a 21% decrease in the share price compared to 2024, reflecting heightened volatility in the stock market.

HORIZONTAL ANALYSIS

FOR STATEMENT OF FINANCIAL POSITION

Year	2021	2022	2023	2024	2025
Assets					
Property, plant and equipment	100.00%	101.17%	106.33%	106.69%	104.61%
Right-of-use assets (ROU)	100.00%	108.01%	91.84%	65.85%	97.44%
Advances, deposits and prepayments	100.00%	0.00%	100.00%	100.00%	100.00%
Deferred tax assets	100.00%	0.00%	245.84%	486.93%	393.89%
Non-current assets	**100.00%**	**101.12%**	**108.77%**	**107.61%**	**110.61%**
Inventories	100.00%	99.19%	99.40%	120.98%	141.72%
Trade and other receivables	100.00%	87.25%	196.44%	185.99%	203.00%
Advances, deposits and prepayments	100.00%	69.27%	117.50%	58.04%	73.16%
Cash and cash equivalents	100.00%	121.43%	179.21%	135.21%	73.52%
Current assets	**100.00%**	**113.81%**	**158.47%**	**131.62%**	**94.48%**
Total assets	**100.00%**	**110.76%**	**146.51%**	**125.85%**	**98.36%**
Equity					
Share capital	100.00%	100.00%	100.00%	100.00%	100.00%
Retained earnings	100.00%	87.49%	127.30%	178.68%	93.15%
Total equity	**100.00%**	**88.12%**	**125.94%**	**174.76%**	**93.49%**
Liabilities					
Employee benefits	100.00%	44.49%	62.97%	142.67%	0.00%
Lease liabilities	100.00%	97.95%	86.39%	71.08%	93.66%
Deferred tax Liability	100.00%	100.00%	0.00%	0.00%	0.00%
Non-current liabilities	**100.00%**	**81.90%**	**79.02%**	**93.59%**	**64.21%**
Trade and other payables	100.00%	131.23%	148.82%	102.70%	107.39%
Employee benefits	100.00%	10.54%	19.00%	38.91%	0.04%
Lease liabilities	100.00%	366.22%	373.72%	210.36%	386.02%
Current tax liabilities	100.00%	76.79%	94.46%	93.07%	80.29%
Loans and borrowings	100.00%	0.00%	100.00%	100.00%	0.00%
Dividend Payable	100.00%	0.00%	100.00%	0.00%	0.00%
Unclaimed Dividend	100.00%	241.10%	231.26%	185.78%	241.58%
Current liabilities	**100.00%**	**125.50%**	**164.79%**	**105.18%**	**104.83%**
Total liabilities	**100.00%**	**120.89%**	**155.72%**	**103.96%**	**100.54%**
Total equity and liabilities	**100.00%**	**110.76%**	**146.51%**	**125.85%**	**98.36%**

HORIZONTAL ANALYSIS (FINANCIAL POSITION)

Horizontal Analysis on Statement of Financial Position refers to the analysis of growth of each component of the Statement of Financial Position from the base period. Here, 2021 is considered the base year having value 100% and after that period value above 100% indicates positive growth and below 100% indicates negative growth compared to the base year. In 2025, total assets declined primarily due to a reduction in cash balances, largely attributable to dividend distributions amounting to 3,330% of distributable reserves. Consequently, equity decreased correspondingly as a result of these dividend payments. Total liabilities increased during the year, mainly driven by the renewal of lease agreements.

HORIZONTAL ANALYSIS

FOR STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

Year	2021	2022	2023	2024	2025
Revenue	100.00%	100.55%	106.87%	110.46%	114.62%
Cost of sales	100.00%	119.59%	118.99%	125.19%	130.23%
Gross profit	**100.00%**	**84.71%**	**96.78%**	**98.21%**	**101.62%**
Other income	100.00%	97.43%	298.28%	338.99%	441.16%
Operating expenses	100.00%	84.05%	93.56%	100.16%	103.32%
Impairment (loss)/gain reversal on trade receivables	100.00%	39.48%	1315.67%	388.83%	-415.68%
Operating profit	**100.00%**	**85.63%**	**101.48%**	**96.10%**	**100.10%**
Finance income	100.00%	72.84%	188.03%	353.46%	228.66%
Finance costs	100.00%	542.49%	372.74%	723.22%	407.94%
Profit before tax and contribution to WPPF	**100.00%**	**81.06%**	**99.95%**	**93.27%**	**98.74%**
Contribution to WPPF	100.00%	81.06%	99.95%	93.27%	98.74%
Profit before tax	**100.00%**	**81.06%**	**99.95%**	**93.27%**	**98.74%**
Income tax expense	100.00%	79.66%	95.59%	93.83%	92.22%
Profit for the year	**100.00%**	**81.56%**	**101.53%**	**93.07%**	**101.11%**
Other comprehensive income					
Remeasurement gain/(loss) of defined benefit plan	100.00%	-124.41%	-17.26%	453.02%	217.33%
Related tax	100.00%	-124.41%	-15.34%	402.69%	193.18%
Other comprehensive income/(loss) for the year, net of tax	**100.00%**	**-124.41%**	**-17.82%**	**467.63%**	**224.34%**
Total comprehensive income for the year	**100.00%**	**83.18%**	**102.47%**	**90.13%**	**100.14%**
Earnings Per Share	100.00%	81.56%	101.53%	93.07%	101.11%

HORIZONTAL ANALYSIS (COMPREHENSIVE INCOME)

Horizontal Analysis on Statement of Comprehensive Income refers to the analysis of growth of each component of the Statement of Comprehensive Income from the base period. Here, 2021 is considered the base year having value 100% and after that period value above 100% indicates positive growth and below 100% indicates negative growth compared to the base year.

In 2025, revenue experienced a continued but steady growth over the years. The world economy entered an inflationary cycle starting 2022 which got further exacerbated locally with the steady depreciation of the BDT against USD. This resulted in our cost of sales growing much ahead of our Revenue. To protect profitability, the Company has optimised other spending lines, resultantly, profit for the year has shown growth when compared to the 2021 baseline.

VERTICAL ANALYSIS

FOR STATEMENT OF FINANCIAL POSITION

Year	2021	2022	2023	2024	2025
Assets					
Property, plant and equipment	18.63%	17.02%	13.52%	15.79%	19.81%
Right-of-use assets (ROU)	5.07%	4.94%	3.18%	2.65%	5.02%
Advances, deposits and prepayments	0.00%	0.00%	0.56%	0.75%	0.79%
Deferred tax assets	0.36%	0.00%	0.60%	1.37%	1.42%
Non-current assets	**24.05%**	**21.96%**	**17.86%**	**20.57%**	**27.05%**
Inventories	19.07%	17.08%	12.94%	18.34%	27.48%
Trade and other receivables	2.25%	1.77%	3.02%	3.33%	4.65%
Advances, deposits and prepayments	1.49%	0.93%	1.19%	0.69%	1.11%
Cash and cash equivalents	53.13%	58.25%	64.99%	57.08%	39.71%
Current assets	**75.95%**	**78.04%**	**82.14%**	**79.43%**	**72.95%**
Total assets	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**
Equity					
Share capital	1.54%	1.39%	1.05%	1.22%	1.57%
Retained earnings	29.38%	23.21%	25.53%	41.71%	27.82%
Total equity	**30.92%**	**24.60%**	**26.58%**	**42.94%**	**29.39%**
Liabilities					
Employee benefits	2.30%	0.92%	0.99%	2.60%	0.00%
Lease liabilities	5.01%	4.43%	2.95%	2.83%	4.77%
Deferred tax Liability	0.00%	0.05%	0.00%	0.00%	0.00%
Non-current liabilities	**7.30%**	**5.40%**	**3.94%**	**5.43%**	**4.77%**
Trade and other payables	54.33%	64.38%	55.19%	44.34%	59.32%
Employee benefits	0.91%	0.09%	0.12%	0.28%	0.00%
Lease liabilities	0.33%	1.09%	0.84%	0.55%	1.29%
Current tax liabilities	6.11%	4.23%	3.94%	4.52%	4.98%
Loans and borrowings	0.00%	0.00%	0.69%	1.80%	0.00%
Dividend Payable	0.00%	0.00%	8.55%	0.00%	0.00%
Unclaimed dividend	0.10%	0.22%	0.16%	0.15%	0.24%
Current liabilities	**61.77%**	**70.00%**	**69.48%**	**51.63%**	**65.84%**
Total liabilities	**69.08%**	**75.40%**	**73.42%**	**57.06%**	**70.61%**
Total equity and liabilities	**100.00%**	**100.00%**	**100.00%**	**100.00%**	**100.00%**

VERTICAL ANALYSIS (FINANCIAL POSITION)

Vertical Analysis on Statement of Financial Position refers to the components of Statement of Financial Position as a % of Total Assets over the periods. In assets, Property, plant & equipment (19.81%), inventories (27.48%) and Cash & Cash equivalents (39.71%) hold major portion for 2025. In liability side, Retained Earnings (27.82%) and Trade and other payable (59.32%) hold major portion for 2025. Current assets have decreased by 6.48% in the current year mainly due to decrease in cash and cash equivalents.

VERTICAL ANALYSIS

FOR STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

Year	2021	2022	2023	2024	2025
Revenue	100.00%	100.00%	100.00%	100.00%	100.00%
Cost of sales	-45.42%	-54.02%	-50.58%	-51.48%	-51.61%
Gross profit	**54.58%**	**45.98%**	**49.42%**	**48.52%**	**48.39%**
Other income	0.05%	0.05%	0.14%	0.15%	0.19%
Operating expenses	-31.29%	-26.15%	-27.39%	-28.37%	-28.21%
Impairment (loss)/gain reversal on trade receivables	-0.00%	-0.00%	-0.01%	-0.00%	0.00%
Operating profit	**23.34%**	**19.87%**	**22.16%**	**20.30%**	**20.38%**
Finance income	0.29%	0.21%	0.52%	0.94%	0.58%
Finance costs	-0.23%	-1.22%	-0.79%	-1.48%	-0.80%
Profit before tax and contribution to WPPF	**23.40%**	**18.87%**	**21.89%**	**19.76%**	**20.16%**
Contribution to WPPF	-1.11%	-0.90%	-1.04%	-0.94%	-0.96%
Profit before tax	**22.29%**	**17.97%**	**20.85%**	**18.82%**	**19.20%**
Income tax expense	-5.94%	-4.70%	-5.31%	-5.04%	-4.78%
Profit for the year	**16.35%**	**13.26%**	**15.54%**	**13.78%**	**14.43%**
Other comprehensive income	**0.00%**	**0.00%**	**0.00%**	**0.00%**	**0.00%**
Remeasurement gain/(loss) of defined benefit plan	-0.16%	0.20%	0.03%	-0.67%	-0.31%
Related tax	0.04%	-0.05%	-0.01%	0.13%	0.06%
Other comprehensive income/(loss) for the year, net of tax	**-0.13%**	**0.16%**	**0.02%**	**-0.54%**	**-0.25%**
Total comprehensive income for the year	**16.22%**	**13.42%**	**15.56%**	**13.24%**	**14.18%**
Earnings Per Share	0.0000035%	0.0000028%	0.0000033%	0.0000029%	0.0000031%

VERTICAL ANALYSIS (COMPREHENSIVE INCOME)

Vertical Analysis on Statement of Comprehensive Income refers to the components of Statement of Comprehensive Income as a % of Revenue over the periods. Here, we can see that the Gross Profit Margin is (48.39%) and Profit for the year is (14.43%). In the expenses side, Operating Expense is (28.21%) and Income Tax Expense is (4.78%) of the Revenue for 2025. Overall, the vertical analysis indicates an improvement in profitability in 2025 compared to 2024, as profit for the year increased from 13.78% to 14.43% of revenue. This positive movement reflects effective cost management and operational efficiency.

VALUE ADDED STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2025

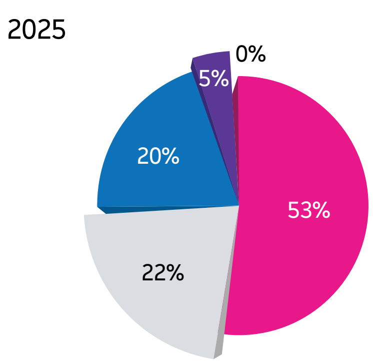
Value added is the extra value created over and above the original value. There are several types of Value Added metrices:

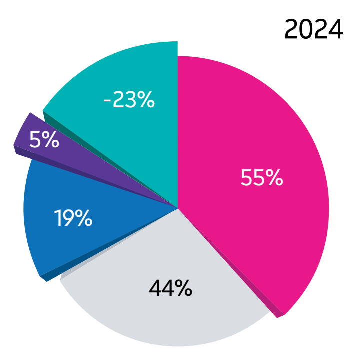
- Gross Value Added
- Economic Value Added
- Market Value Added

GROSS VALUE ADDED

Gross Value Added helps to measure the contribution to an economy of an individual company.

	2025	Contribution	2024	Contribution
	Tk	%	Tk	%
Value added				
Net Revenue	5,664,352,453		5,459,227,005	
Cost of materials and service	(2,959,871,754)		(2,882,655,230)	
	2,704,480,699		**2,576,571,775**	
Indirect tax with revenue	1,012,924,782		974,710,981	
Other Income/ (expenses)	10,994,663		8,448,337	
Finance Income	33,133,133		51,217,170	
Available for distribution	**3,761,533,277**	**100%**	**3,610,948,263**	**100%**
Distribution				
Government	1,999,278,464	53%	1,980,576,593	55%
Shareholders	817,425,000	22%	1,573,425,000	44%
Employees	755,796,605	20%	688,685,687	19%
	3,572,500,069	**95%**	**4,242,687,280**	117%
Value reinvested and retained				
Depreciation	189,371,993	5%	189,601,534	5%
Retained Profit	(338,785)	0%	(821,340,550)	-23%
	189,033,208	**5%**	**(631,739,016)**	**-17%**
	3,761,533,277	**100%**	**3,610,948,263**	**100%**





Government Shareholders Employees Depreciation Retained Profit

ECONOMIC VALUE ADDED

Economic Value Added (EVA) can be defined as the incremental difference between a company's rate of return and its cost of capital. EVA is used to measure the value that a company generates from the funds invested in it.

EVA = NOPAT – (Invested Capital*WACC)

Where,

NOPAT: Net Operating Profit After Tax is the profit generated by a company through its operations, after adjusting for taxes but before adjusting for financing costs and noncash costs.

Invested Capital: Capital Employed is the amount of cash that is invested in the business.

WACC (Weighted Average Cost of Capital) is the minimum rate of return expected by the provider of capital- the investors in the business.

	2025	2024
Operating Profit	1,154,431,130	1,108,258,294
Tax	(270,551,619)	(275,279,079)
NOPAT	883,879,511	832,979,215
Total Asset	3,015,705,225	3,858,528,982
Current Liability	1,985,550,914	1,992,145,714
Capital Employed	1,030,154,311	1,866,383,268
Economic Value added		
NOPAT	883,879,511	832,979,215
Capital Employed	1,030,154,311	1,866,383,268
Cost of Equity	19%	31%
Capital Charge	193,493,773	569,783,575
Value added	690,385,738	263,195,640

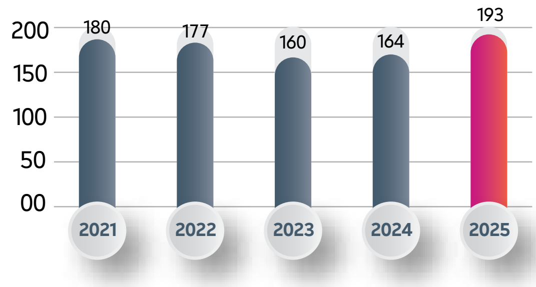
MARKET VALUE ADDED STATEMENT

Market value added statement reflects market's perception on the company's performance through share price of the company. A high value addition indicates high value created for its investors on one hand, on the other hand it also means investors have high confidence in the company's performance.

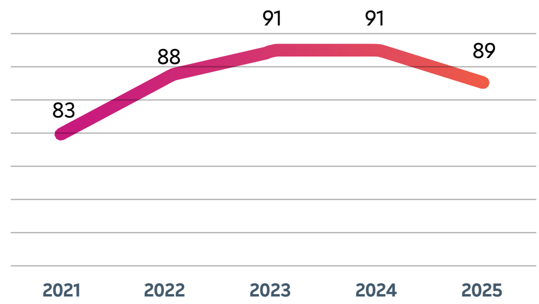
	For the year ended 31-Dec-25	For the year ended 31-Dec-24
Market value of shares outstanding	16,180,290,000	20,553,750,000
Book value of shares outstanding	47,250,000	47,250,000
Market value added	16,133,040,000	20,506,500,000

NON-FINANCIAL PERFORMANCE

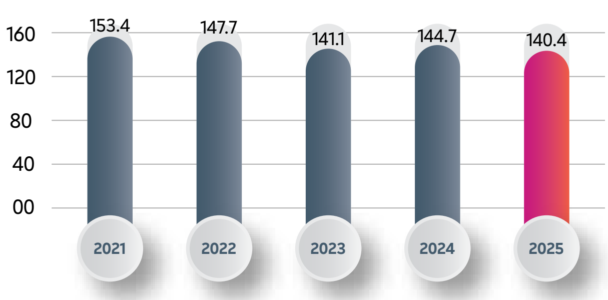
Employee Productivity Rate (in Hundred Taka)



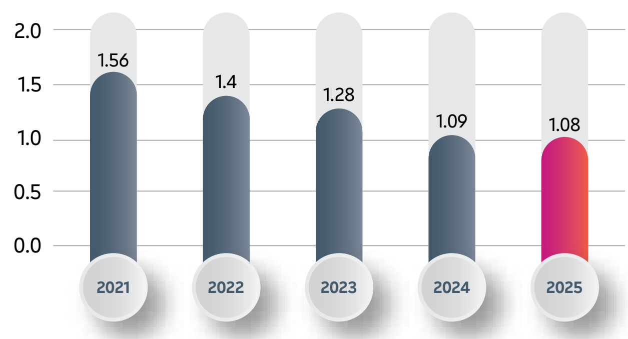
Customer Retention Rate



Energy Consumption (KWhr/Ton)



WATER CONSUMPTION (M3/Ton)

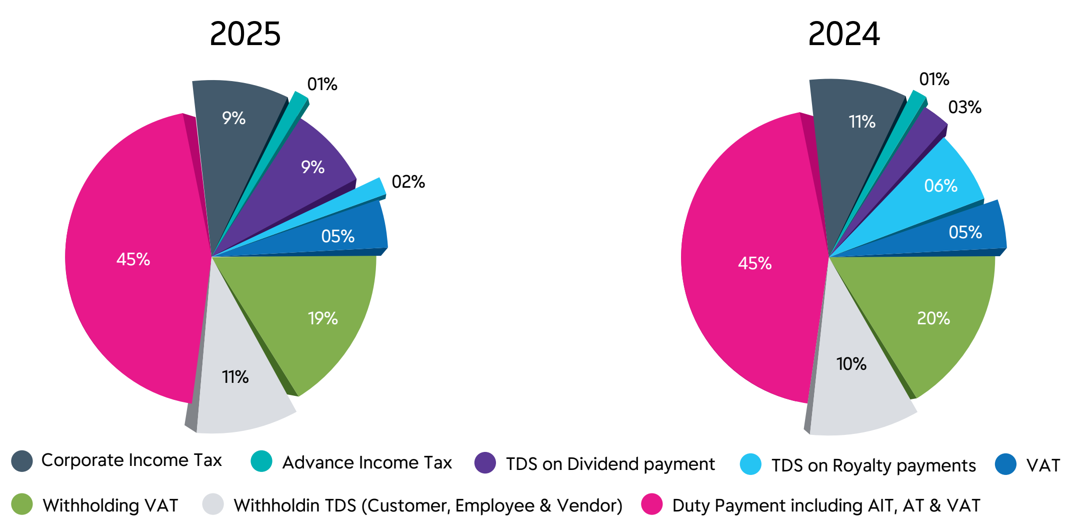


LEARNING & GROWTH

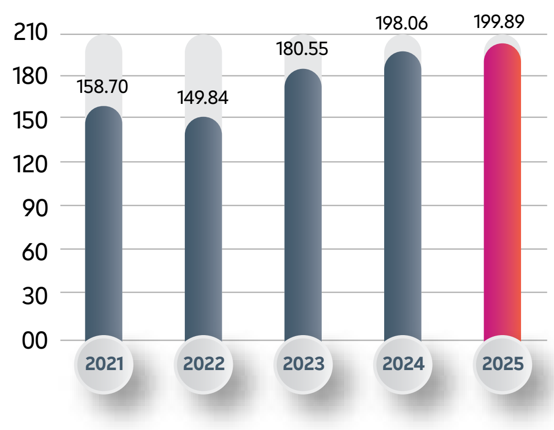
Particulars	2025	2024
Turnover rate for heighest performers	8.20%	13.79%
Overall Company Attrition	9.57%	10.88%
Internal Promotion Rates	13.27%	14.00%

CONTRIBUTION TO NATIONAL EXCHEQUER
(TREASURY)

Particulars	2021	2022	2023	2024	2025
Corporate Income Tax	253,078,465	194,686,798	199,008,881	210,277,958	186,800,836
Advance Income Tax	2,242,089	4,466,475	8,411,602	13,470,912	14,285,583
TDS on Dividend payment	75,870,305	87,412,075	14,913,336	68,350,033	178,616,372
TDS on Royalty payments	37,436,400	-	-	111,021,527	30,245,861
Withholding VAT	55,346,476	52,617,205	67,728,979	91,722,212	103,009,056
VAT	420,830,620	336,891,919	420,934,252	390,869,891	370,471,008
Withholding TDS (Customer, Employee & Vendor)	167,639,310	149,546,653	170,281,049	198,165,048	211,936,633
Duty Payment including AIT, AT & VAT	574,511,445	672,815,247	924,245,097	896,699,012	903,529,311
Contribution to National Exchequer	**1,586,955,108**	**1,498,436,370**	**1,805,523,196**	**1,980,576,593**	**1,998,894,660**
Contribution to National Exchequer (in Crore)	**158.70**	**149.84**	**180.55**	**198.06**	**199.89**



Contribution to National Exchequer (in Crore)



FUTURE OUTLOOK

The newly elected government in 2026 brings renewed optimism through its early emphasis on economic stabilisation, reform led growth, and an improved investment climate. Measures aimed at strengthening fiscal discipline, enhancing ease of doing business, and encouraging private sector participation are expected to support macroeconomic stability and long term productivity.

At the same time, global uncertainties—particularly heightened geopolitical tensions arising from conflict in the Middle East—continue to create pressure on energy prices, inflation, logistics, and foreign exchange markets. We remain focused on maintaining agility, disciplined cost management, and supply chain resilience to navigate these external challenges effectively.

Looking forward, our priority is to grow responsibly by staying close to consumers and their evolving needs. We will continue to invest in relevant, affordable, and trusted innovations that improve everyday lives, while deepening our commitment to sustainability across operations, sourcing, and packaging. For us, sustainability is both a responsibility and a source of long term value creation—driving efficiency, resilience, and positive societal impact.

With disciplined execution, a strong sense of purpose, and the dedication of our people, we are optimistic about the road ahead. While challenges will persist, we believe that the combination of supportive policy direction, resilient consumer demand, and our continued focus on innovation and sustainability positions us well to deliver long term growth and contribute meaningfully to Bangladesh's future.

CORPORATE GOVERNANCE

This Chapter Includes

BOARD OF DIRECTORS

Asha Gopalakrishnan
Chairperson

Nationality: Indian

Date of Appointment in BoD:
March 28, 2024

Educational Background:

- Chartered Accountant from Institute of Chartered Accountants of India

Vishal Gupta
Managing Director

Nationality: Indian

Date of Appointment in BoD:
May 1, 2016

Educational Background:

- Master of Business Administration in Management from University of Delhi, India
- Bachelor of Mechanical Engineering from the Institute of Technology Delhi, India

Istiaque Ahmad
Independent Director

Nationality: Bangladeshi

Date of Appointment in BoD:
October 29, 2022

Educational Background:

- B.Sc (Hon's) & M.Sc in Geology & Mining from University of Rajshahi, Bangladesh

Jamal Yusuff Zuberi
Director & Chief Financial Officer

Nationality: Bangladeshi

Date of Appointment in BoD:
October 27, 2025

Educational Background:

- Chartered Financial Analyst (CFA)

Sourav Mitra
Director

Nationality: Indian

Date of Appointment in BoD:
October 30, 2016

Educational Background:

- Chartered Accountant from Institute of Chartered Accountants of India

Rajesh Kumar Jha
Director

Nationality: Indian

Date of Appointment in BoD:
December 29, 2022

Educational Background:

- Law Degree, University of Delhi
- Masters in history, University of Delhi

Committee key

N NRC Committee A Audit Committee B Board of Directors S Share Committee

Pradeep Krishnamurthi

Director

Nationality: Indian

Date of Appointment in BoD:
March 28, 2024

Educational Background:

- Bachelor of Mechanical Engineering from Delhi College of Engineering

Md. Firoz Uddin

Government Nominated Director

Nationality: Bangladeshi

Date of Appointment in BoD:
April 30, 2026

Educational Background:

- Hon's & Master's in Economics from Jahangir Nagar University, Bangladesh and Masters of Population science from Mahidol University, Thailand.

Shayema Akter

Independent Director

Nationality: Bangladeshi

Date of Appointment in BoD:
January 28, 2025

Educational Background:

- Chartered Accountant from Institute of Chartered Accountants of Bangladesh

Mohammad Nazmul Arefin

Company Secretary

Nationality: Bangladeshi

Date of Appointment in BoD:
February 25, 2013

Educational Background:

- Bachelor of Business Administration in Management
- Master of Business Administration in Finance

BOARD OF DIRECTORS

Asha Gopalakrishnan
Chairperson

Asha has 29 years of experience in Finance and Management. Prior to joining Reckitt in February 2024, she was associated with Unilever wherein she held roles of various seniority. Her last role in Unilever was that of Head of Finance – Global Rewards and prior to that she was the VP Finance for the Beauty and Personal Care business of Unilever in South Asia which is the largest division for Unilever in the cluster. In her long and diverse career with Unilever, she has held roles such General Manager for Supply Chain Finance wherein she was responsible for Finance for Supply Chain across India, Pakistan, Bangladesh and Sri Lanka; Venturing Director – Asia wherein as the first venturing director for Unilever in Asia, she was responsible for the investments of Unilever Corporate Ventures in the Region amongst others. Currently, she is the Regional Finance Director of South Asia.

Vishal Gupta
Managing Director

He began his career with Reckitt Benckiser India in 1995. He has worked in various assignments across India, Indonesia, United Kingdom and Philippines. He brings with him a wide ranged experience at Reckitt Benckiser from June 1995 to April 2016 in different roles holding in various positions like General Manager, Marketing Director, Sales Director, Marketing/Brand Manager, Regional Sales Manager and so on in different country like Philippines, United Kingdom, Indonesia and India. During his career with Reckitt, he had fostered strong partnership with customers, step-changed the GTM model, created a robust product portfolio and drove digital marketing initiatives that grew the business significantly which was much faster than the market.

Istiaque Ahmad
Independent Director

He, with his excellence, has served Ministry of Environment and Forests as Secretary, Bangladesh Oil, Gas and Mineral Corporation (Petrobangla) as Chairman (Additional Secretary), Cabinet Division of Government of Bangladesh as Deputy Secretary, Joint Secretary and Additional Secretary respectively, and many more important positions of Bangladesh Government. He has taken part in many trainings, seminars, conferences, workshops in both Bangladesh and abroad.

Jamal Yusuff Zuberi

Director &
Chief Financial Officer

Zuberi comes with over 17 years of experience in Finance and Leadership roles across diverse industries. He brings with him a disciplined, analytical, and data-driven approach to drive sustainable business growth. Prior to joining Reckitt, he was the Director – Finance at Foodpanda Bangladesh Limited, a subsidiary of tech giant Delivery Hero. Earlier he spent a decade working for a leading multinational bank growing through the ranks to become the Head of Balance Sheet Management and an ALCO member. He is an active member of the CFA Society, Bangladesh and was an Independent Director on the board of the Chittagong Stock Exchange.

Sourav Mitra

Director

He has almost 26 years of finance management experience in various multinationals and in diverse industries such as consumer durables, engineering, FMCG etc. He also has rich global experience of working with diverse teams in various geographies such as Africa, South East Asia, India etc. He has made significant improvement to several different RB businesses during a rich 13 year association with the group. His vision is to step change the capability of the finance function to become able partners in the organization's growth.

Rajesh Kumar Jha

Director

He enrolled as a practicing lawyer in 1999 and worked with a very well-known Senior Advocate, Late Mr. P. N. Lekhi. Thereafter he joined Bhasin & Co. (of Mr Lalit Bhasin), a renowned corporate & litigation Law firm having several multinational and domestic clients and engaged in many international and domestic transactions. During his stint as a practicing lawyer, he handled many well-known cases before several High Courts and Supreme Court of India. He has extensive experience in Corporate Legal strategy, Policy & planning, Litigation & Contract management, Compliances etc. and have handled jurisdictions such as South Asia, ASEAN, Africa, Middle East & Turkey He has handled several high value acquisitions and corporate restructuring including setting up of joint ventures. He specializes in Corporate Law, Intellectual Property Rights, Tax, Drug Law, risk mitigation, Corporate governance etc. He has won many accolades/awards such as best M&A lawyers, General counsel of the year, in India.

Pradeep Krishnamurthi

Director

He has over 31 years of experience in industry. He has worked with large organisations such as Maruti Suzuki India Limited and Hindustan Unilever prior to joining Reckitt Benckiser in 2011. He has done various roles in Reckitt Benckiser like Supply Director (India), Manufacturing Director-Indonesia and has a stellar record of driving efficiency in the manufacturing setup and executing very large and complex supply projects on time and within budget. Currently, he is the Regional Supply Director of South Asia. He brings with him an in-depth expertise on supply chain and project management.

Md. Firoz Uddin
Government Nominated Director

Md. Firoz Uddin is a distinguished Bangladeshi civil servant currently serving as Additional Secretary at the Ministry of Industries. He was appointed as Govt. Nominated Director on 30 April 2026. He obtained his Honours and Master's degrees in Economics from Jahangirnagar University and later earned another Master's degree in Population Science from Mahidol University, Thailand. He began his professional journey as a Cadre Officer under the Ministry of Agriculture and subsequently served in several key ministries and government agencies, including the Ministries of Information, Health & Family Welfare, Commerce, Land, Primary and Mass Education, Local Government Division, Department of Disaster Management, and Bangladesh Economic Zones Authority (BEZA). From 2013 to 2017, he served as Commercial Counsellor at the Embassy of Bangladesh in Paris. A highly experienced administrator with strong national and international exposure, he has participated in numerous professional trainings, seminars, conferences, and workshops both in Bangladesh and abroad.

Shayema Akter
Independent Director

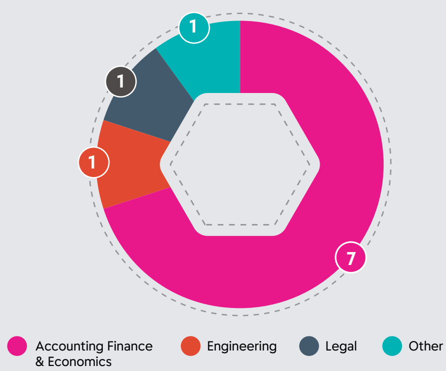
She has over 19 years of diverse experience in Accounting, Finance, Internal Audit, Governance, Risk Management, and Financial Planning & Control across both public and private sectors in Bangladesh. She has led a wide range of audits—financial, operational, compliance, and performance—and has gained 15 years of leadership in financial advisory, statutory audit, and management consultancy. She holds extensive expertise in risk management, internal control frameworks, and international standards including IFRS, ISA, IVS and IPPF.

Mohammad Nazmul Arefin
Company Secretary

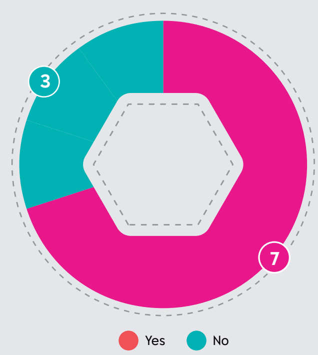
He has more than 27 years of experience in the professional environment as well as industry. He started his career in 1999 in Monico Limited and then to Bangladesh edible oils and then in 2002 he joined Reckitt Benckiser (Bangladesh) Limited. He has performed various roles including management accountant, Supply controller, commercial controller, Finance controller and company secretary. All these assignments were enriched with newer challenges and experience in finance partnership into business growth, compliance, controls were some of other attributes demonstrated by him during his ongoing career with RB.

BOARD MEMBERS' SKILLS REVIEW

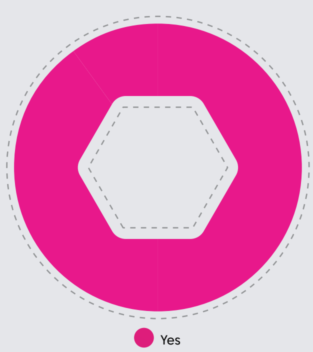
Professional Background of BOD Members



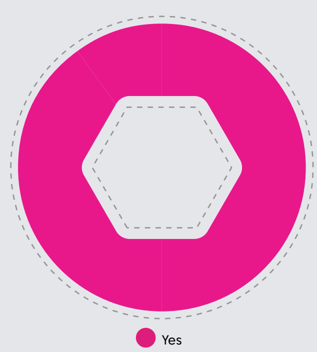
Financial Expertise



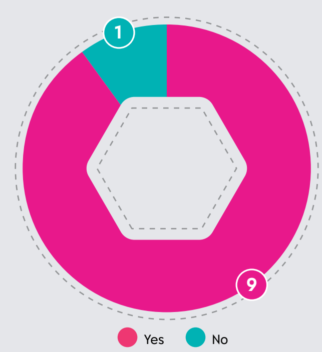
Leadership



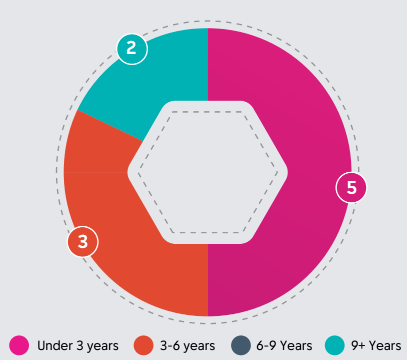
Strategy



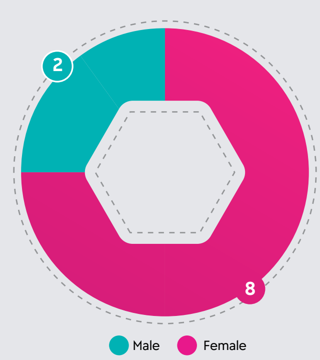
Engineering Expertise



Tenure



Gender



** Total Number of BoD and Company Secretary is ten (10)

MANAGEMENT COMMITTEE

VISHAL GUPTA
Managing Director

Nationality: Indian

Date of Appointment in Mancom:
May 1, 2016

Educational Background:

- Master of Business Administration in Management from University of Delhi, India
- Bachelor of Mechanical Engineering from the Institute of Technology Delhi, India

Jamal Yusuff Zuberi
Head of Finance &
Chief Financial Officer

Nationality: Bangladeshi

Date of Appointment in Mancom:
October 15, 2025

Educational Background:

- Chartered Financial Analyst (CFA)

Anindita Trisha
Commercial Human Resources Head

Nationality: Bangladeshi

Date of Appointment in Mancom:
December 01, 2025

Educational Background:

- Educational Background: Bachelor of Business Administration in Human Resources and Marketing, American International University of Bangladesh (AIUB).

Bishwajit Kumar Das
Sales Director

Nationality: Bangladeshi

Date of Appointment in Mancom:
January 01, 2020

Educational Background:

- Masters of Business Administration (MBA) - IBA, Dhaka University

Sabrin Maruf Tinni
Head of Marketing

Nationality: Bangladeshi

Date of Appointment in Mancom:
November 01, 2025

Educational Background:

- Bachelor of Business Administration(BBA) from North South University, Dhaka, Bangladesh
- Master of Marketing Management from La Trobe University, Melbourne, Australia

Mohammed Zia Uddin
Supply Director

Nationality: Bangladeshi

Date of Appointment in Mancom:
June 01, 2022

Educational Background:

- Bachelor of Science in Chemical Engineering, BUET
- Master's in Business Administration, IBA, Dhaka University

MANAGEMENT COMMITTEE

Mohammed Zia Uddin
Supply Director

Mohammed Zia Uddin is a highly experienced supply chain leader with over 22 years of end-to-end supply chain expertise, spanning manufacturing, planning, procurement, logistics, and customer service. Before joining Reckitt, he held leadership roles at Unilever, Holcim Cement (Bangladesh), and Abul Khair Group.

In his current role as Supply Director, Mr. Zia leads the end-to-end supply organization with a strong focus on resilience, productivity, and performance with integrity.

Bishwajit Kumar Das
Sales Director

Bishwajit Kumar Das joined Reckitt as Regional Sales Manager in 2008 and subsequently played the role of National Sales Manager and Head of Sales in different tenure. Prior to join Reckitt, Mr. Das worked in another two Multinational Organizations Coca-Cola and Robi Axiata in-home, Thailand and Vietnam in different projects and senior positions. Currently, He is serving as Sales Director for Bangladesh business.

Sabrin Maruf Tinni
Head of Marketing

Sabrin Maruf Tinni is the Head of Marketing at Reckitt Bangladesh, leading the country's portfolio of iconic power brands including Dettol, Harpic, Lizol, and Mortein. With over 12 years of experience across multinational FMCG organizations, she brings deep expertise in brand building, innovation, and commercial leadership, with end-to-end accountability across strategy, communication, innovation, and P&L delivery.

Anindita Trisha
Commercial Human Resources Head

Anindita Trisha is a seasoned and dynamic Human Resources leader with nearly 14 years of experience across leading multinational organizations. Prior to joining Reckitt, she held impactful roles at Unilever, Perfetti Van Melle, and TotalEnergies, where she made significant contributions to strengthening talent management, driving performance excellence and shaping strong organizational cultures. At Reckitt, Anindita leads the Commercial HR agenda for Bangladesh, working in close partnership with business leaders to align people strategies with commercial priorities and foster a high-performance culture.

CORPORATE GOVERNANCE REPORT

Procedure for the appointment of Directors

The Board is led by a chairperson, and the Managing Director leads the management team. The roles performed by the Chairperson and Managing Director are mutually exclusive. The company fully complies with the regulations issued by the authorities regarding the appointment of Directors. We are in full compliance with Bangladesh Securities & Exchange Commission (BSEC) notifications, Corporate Governance Code and the Companies Act. Directors are subject to retirement in accordance with the Companies Act, 1994. At least one-third of the Directors are required to retire by rotation at every AGM. An Independent director can be appointed for a tenure up to three years, can be re-appointed for another term of up to three more years. Independent Directors can also be appointed for two consecutive tenures of three years each. The company complies with all the relevant rules and regulations of the respective regulatory bodies in relation to directors' nomination, removal, and casual vacancy.

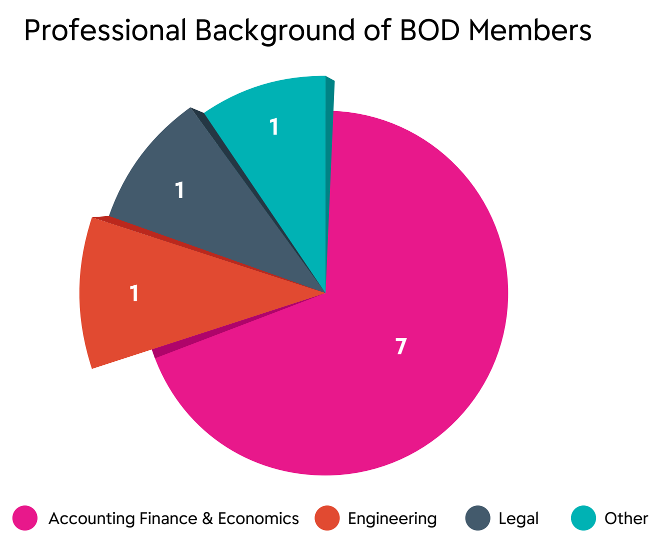
Constitution of the Board of Directors

The Board of Directors of Reckitt Benckiser (Bangladesh) PLC consists of a Chairperson, a Managing Director and among the other seven Directors on the Board, there are four Non-executive Directors including one Nominated Director from Government, one is executive Director and two of them are Independent Directors, one of whom is a former senior official of the Bangladesh Government while the other is a female Independent Director who is renowned Chartered Accountant. The role of the Company Secretary is entrusted to Governance.

Training and Development of the Board of Directors

The Board understands the significance of continuously developing or enhancing the required knowledge and skills of the Directors for the fulfillment of their duties effectively. The newly appointed Directors of the Board take appropriate time to acquaint themselves with the policies, work ethics, business strategies, corporate functions, audit and compliance of the company. Managing Directors and other Senior Management play a significant part in the orientation of the new director(s). The Company Secretary also makes available information regarding disclosure obligations of the Directors and facilitates them to the board.

Professional Background of BOD members and company secretary



Independence of Independent Directors

In compliance with the guideline, two (2) Directors out of the total nine (9) Directors are independent, having no share or interest in Reckitt. The independence of the respective Independent Directors is confirmed during selection and appointment of the Directors, and they remain committed to continuing with such independence throughout their tenure.

Roles & Responsibilities of the Chairperson-

- Leading the board and taking responsibility for the Board's overall effectiveness in directing the company.
- Chairing the board and setting board agendas.
- Ensuring an appropriate balance is maintained between the interests of shareholders and other stakeholders.
- Exercising control over quality, adequacy and timelines of the flow of information between management and the board.
- Engaging the Board in assessing and improving its performance.
- Promoting the highest standards of corporate governance.
- Ensuring the long-term sustainability of the company.

RESPONSIBILITIES OF THE MANAGING DIRECTOR

- Formulating and successfully implementing Company policy
- Directing strategy towards the profitable growth and operations of the Company
- Developing short-term forecasts and long term strategic operating plans
- Sustaining appropriate operational planning, financial and internal control systems
- Ensuring that the operating objectives and standards of performance are not only understood but owned by the Management and other employees
- Closely monitoring the operating and financial results
- Informing the Board of any significant issues affecting the business and the action taken/proposed to be taken
- Maintaining the operational performance of the Company
- Assuming full accountability to the Board for all Company Operations
- Building and maintaining a highly effective executive team
- To be involved in matters pertaining to the Company's aims and policies

Roles & Responsibilities of Independent Directors

- Provide Independent judgement to bear the board's deliberations on issues such as strategy, performance, resources, risk management, etc.
- Evaluating the performance of the board of the company with an objective view.
- Scrutinize, monitor, and report management's performance regarding goals and objectives agreed in the board and committee meetings.
- Protect the interests of all stakeholders.
- Verify the integrity of financial information and ensure financial controls and systems of risk management are in operation.
- In situations of conflict between management and shareholder's interest, aim towards the solutions which are in the best interest of the company.
- Attend BOD's meetings and board committees meeting being a member.
- Report on matters concerning unethical behavior, actual or suspected fraud or violation of the company's code of conduct or ethics policy.
- Not to disclose confidential information, including commercial secrets, technologies, advertising and sales promotion plans, unpublished price sensitive information, unless such disclosure is expressly approved by the Board or required by law.
- Ascertain and ensure that the company has an adequate and functional vigil mechanism and ensure that the interests of a person who uses such mechanism are not prejudicially affected on account of such use.

ROLES & RESPONSIBILITIES OF THE COMPANY SECRETARY

- Advisor to the Board of Directors and perform the Statutory function mentioned in the Companies Act 1994, Security and Exchange Rule 1987, Corporate Governance Code 2018 and other listing regulations and acts.
- Responsible for ensuring Corporate good governance of the Company.
- Finalize notice to organize Board Meetings, Committee Meetings and Shareholders meetings.
- Assist the Chairperson of Board and its committees to conduct the meetings, facilitate the governance and Board Management.
- Maintain the necessary liaison with the relevant offices of the Government, regulatory authorities and other stakeholders on matters of corporate

interest in a transparent manner and act as a bridge among the Board, management and shareholders to facilitate good governance in the Company.

- Drive policy compliance awareness among Company employees.
- Perform the duties as per the Power of Attorney of the Company and liaison with external regulators, auditors, lawyers and other relevant authorities for court affairs.
- Compliance with acts, rules, regulations, notifications, guidelines, orders/directives, etc., as issued by the BSEC or Stock Exchange(s) applicable to the conduct of business activities of the Company.
- Disclosure of the Company's Price Sensitive Information (PSI) and other capital market-related issues.
- Prepare the Company's Annual Report, holding, managing and administering Board and Committee meetings and annual meetings of shareholders
- Monitor changes in relevant legislation and the regulatory environment and take appropriate actions.
- Filing statutory returns to regulatory bodies, such as RJSCB, Bangladesh Bank, Bangladesh Securities & Exchange Commission (BSEC), Stock Exchanges and Central Depository System, etc.
- Engagement with stakeholders for public affairs of the Company
- Ensure that appropriate Board procedures are followed, as per Bangladesh Secretarial Standards (BSS), as adopted by ICSB and other guidelines and best practices and advise the Board on such matters.

ROLES & RESPONSIBILITIES OF THE CHIEF FINANCIAL OFFICER

The Chief Financial Officer (CFO) is the Head of Finance Function and a full-time executive of the Company.

The CFO is responsible for the overall performance of the Finance function of the Company. The CFO reports to the Managing Director.

The responsibilities of the CFO include:

- Supervision of complete Book keeping and accountability, ensuring achievements of all deadlines of the Group Reporting Calendar and Local Statutory Laws.
- Ensuring compliance with applicable International Financial Reporting Standards, Group's Finance Manual, Companies Act and BSEC Laws in connection with preparation of periodic financial statements.
- Ensuring timely and proper Statutory and Group reporting Audits
- Preparation of budgets, forecasts, strategic plans and other Controlling tools and monitoring of actual results against such tools.
- Providing analysis and necessary financial data and information needed to take business decisions
- Ensuring proper system of internal control is in place to avoid any kind of financial surprises
- Closely monitoring the operating and financial results
- Developing and implementing Company's financial strategies, policies, standards, procedures and processes
- Identifying, monitoring and protecting against business risks (e.g. insurance, hedging, etc.)
- Optimal management of Company's Net Working Capital and cash and cash equivalents
- Effective tax management ensuring compliance with tax laws including Value Added Tax (VAT)

ROLES & RESPONSIBILITIES OF THE HEAD OF INTERNAL AUDIT & COMPLIANCE (HIAC)

Head of Internal Audit & Compliance (HIAC) assists the Audit Committee as well as to the Board to provide independent observation of the Company's financial reporting, non-financial corporate disclosures, internal and external control system of the organization and in ensuring a good monitoring system within the business. HIAC has reported to Audit Committee during the year.

The responsibilities of the HIAC include:

- Review the annual, half yearly and quarterly financial statements and other financial results focusing on:
  - a) Compliance with applicable Accounting and Reporting Standards and other legal and regulatory requirements.
  - b) Choice of accounting policies and practices and changes thereon
  - c) Explanation on any significant variance that occurs between Quarterly and Annual Financial Performance
  - d) Going concern assumption and
  - e) Material adjustment arising from Audit
- To ensure that the system of internal control is sound in design and has been effectively implemented and monitored
- To cause reviews to be made of the extent of compliance with established internal policies, standards, plans and procedures including, for example, the Company's Standard of Business Conduct
- To ensure Internal Policies, Directives, and Standards are in place and compliance with laws and regulations is well monitored

- To review and approve the Internal Audit and Compliance Plan in line with the Business Risks Management Framework of the Company and review of the Internal Audit and Compliance Report and ensure that appropriate actions have been taken to implement the audit recommendations
- To oversee the determination of audit fees based on scope and magnitude, level of expertise deployed, and time required for effective audit and evaluate the performance of external auditors
- Assist to hold meeting between Chairperson of Audit Committee/representative and external auditors for review of the annual financial statements before submission to the board for approval or adoption
- To review the management letter on risk Management and internal control weaknesses of the Company as issued by external auditors
- The HIAC assist to Audit Committee complying with its terms of reference and
- The HIAC report on the activities of internal audit services

APPOINTMENT OF INDEPENDENT DIRECTOR

The following criteria is established for appointment of Independent Director in the Board of Reckitt Benckiser (Bangladesh) PLC as per BSEC:

- Who has not been an executive of the company in immediately preceding 2 (two) financial years.
- Who does not have any other relationship whether pecuniary or otherwise, with the company or its subsidiary/ associated companies.
- Who is not a member or TREC (Trading Right Entitlement Certificate) holder, director or officer of any stock exchange.
- Who is not a shareholder, director excepting independent director or officer of any member or TREC holder of stock exchange or an intermediary of the capital market.
- Who is not a partner or an executive or was not a partner or an executive during the preceding 3 (three) years of the concerned company's statutory audit firm or audit firm engaged in internal audit services or audit firm conducting special audit or professional certifying compliance of this Code.
- Who shall not be an independent director in more than 5 (five) listed companies

QUALIFICATION CRITERIA FOR APPOINTMENT OF AN INDEPENDENT DIRECTOR

- Business Leader who is or was a promoter or director of an unlisted company having minimum paid-up capital of Tk. 100.00 million or any listed company or a member of any national or international chamber of commerce or registered business association; or
- Corporate Leader who is or was a top level executive not lower than Chief Executive Officer or Managing Director or Deputy Managing Director or Chief Financial Officer or Head of Finance or Accounts or Company Secretary or Head of Internal Audit and Compliance or Head of Legal Service or a candidate with equivalent position of an unlisted company having minimum paid up capital of Tk. 100.00 million or of a listed company; or
- Former or existing official of government or statutory or autonomous or regulatory body in the position not below 5th Grade of the national pay scale, who has at least educational background of bachelor degree in economics or commerce or business or Law: Provided that in case of appointment of existing official as independent director, it requires clearance from the organisation where he or she is in service;
- University Teacher who has educational background in Economics or Commerce or Business Studies or Law; or
- Professional who is or was an advocate practicing at least in the High Court Division of Bangladesh Supreme Court or a Chartered Accountant or Cost and Management Accountant or Chartered Financial Analyst or Chartered Certified Accountant or Certified Public Accountant or Chartered Management Accountant or Chartered Secretary or equivalent qualification;
- The independent director shall have at least 10 (ten) years of experiences in any field mentioned in clause above;

Annual appraisal of the Board

Factor	Attributes	Type of the attribute		
		Primary	Intermediary	Advanced
Roles and Responsibilities	Understanding of nature and role of directors' position and ensuring both company and shareholders' interest			X
Leadership and Initiative	Heading Board of Sub Committees		X	
Personal Attributes	Non-partisan appraisal of issues			X
	Commitment to role & fiduciary responsibilities as a board member			X
	Attendance and active participation			X

Based on the above criteria, the NRC Committee expressed its satisfaction that:

- Directors effectively performed their roles in ensuring both Company's and shareholders' interests.
- Non-Executive Directors were provided with sufficient information and awareness regarding the Company's vision, purpose, strategy, and adequate information about the industry.

External Assurance

Your company has obtained the following external assurance on the following in the reporting period under consideration:

Sl	Particulars	Assurance Provider
1	Financial Statements Audit Report	Rahman Rahman Huq, Chartered Accountants (Member firm of KPMG Bangladesh)
2	Corporate Governance Audit	M/S Mohammad Sanaullah & Associates & Co., Chartered Secretaries.
3	Provident Fund Financial Audit	Ahmed Mashuque & Co., Chartered Accountants
4	Gratuity fund valuation	Willis Tower Watson Private Limited
5	Gratuity Fund Financial Audit	Ahmed Mashuque & Co., Chartered Accountants
6	Worker's Profit Participation Fund Financial Audit	Ahmed Mashuque & Co., Chartered Accountants
7	Independent Scrutinizer	M/S Mohammad Sanaullah & Associates, Chartered Secretaries.
8	ISO 14001 and ISO 45001	Intertek
9	Credit Rating	Credit Rating Information and Services Limited

Internal Control Environment of Reckitt

It is also the responsibility of the Board of Directors to ensure there are effective systems of internal control and risk management and that these are continually monitored and reviewed. On this regard Managing Director and Head of Finance reviews the internal control of the company annually and takes measures to manage risk. In addition, our audit committee reviews the assurance reports and management report (if any), issued by external assurance providers and take measures as necessary.

Ethical Conduct

Employees of the company are responsible for compliance training annually, which is designed to ensure the code of conduct is embedded with the employees. In addition to the compliance training our policies are shared with our third parties, to ensure that our trusted suppliers and third parties are also in harmony with our procedures to conduct any business. This helps us to be responsible in society and build shared success.

Asha Gopalakrishnan
Chairperson

ATTENDANCE AT BOARD MEETING

Board Of Directors

SL No	Name of Members	Designation	Number of Meeting	Meetings attended	Remarks
1	Ms. Asha Gopalakrishnan	Chairperson	7	5	Leaves Granted
2	Mr. Vishal Gupta	Managing Director	7	7	-
3	Mr. Istiaque Ahmad	Independent Director	7	7	-
4	Mr. Aritra Banerjee	Director	6	6	Resigned on 20th August 2025
5	Mr. Sourav Mitra	Director	7	6	Leave Granted
6	Mr. Md. Jakir Hossan	Govt. Nominated Director	6	6	Appointed on 07th April 2025
7	Mr. Rajesh Kumar Jha	Director	7	5	Leaves Granted
8	Mr. Pradeep Krishnamurthi	Director	7	6	Alternate Director Mr. Bishwajit Kumar Das Joined on 1st meeting and Leave granted
9	Ms. Shayema Akter	Independent Director	5	5	
10	Mr. Mohammad Nazmul Arefin	Company Secretary	7	7	-
11	Mr. Jamal Yusuff Zuberi	Director	1	1	Appointed on 27th October 2025

No. of Meeting	Notice Date	Meeting Date	No of Attendant Members	Leave of Absence	Granted to
1st Meeting	20-Jan-25	28-Jan-25	6	1	Sourav Mitra
2nd Meeting	27-Mar-25	7-Apr-25	5	2	Rajesh Kumar Jha and Pradeep Krishnamurthi
3rd Meeting	27-Apr-25	6-May-25	9	-	
4th Meeting	1-Jun-25	3-Jun-25	9	-	
5th Meeting	20-Jul-25	29-Jul-25	9	-	
6th Meeting	6-Aug-25	11-Aug-25	8	1	Asha Gopalakrishnan
7th Meeting	15-Oct-25	27-Oct-25	6	2	Asha Gopalakrishnan and Rajesh Kumar Jha

Sl. No.	Name of Members	Designation	Number of Meeting	Meetings attended	Remarks
1	Mr. Mrityunjoy Bose	Head of Internal Audit & Compliance	7	7	-
2	Mr. Siddharta Bhowmik	Nominee from Ministry of Industries	1	1	-

PATTERN OF SHAREHOLDING

AS AT 31 DECEMBER 2025

Shareholders' Category	No. of Shares held	% of Holding
a) **Parent / Subsidiary / Associated Companies and other related parties.** Reckitt Benckiser Limited, United Kingdom - Parent Company	3,919,918	82.96%
b) **Directors, Chief Executive Officer, Company Secretary, Chief Financial Officer, Head of Internal Audit and their spouses and minor children,**	Nill	
c) **Top five Executives**	Nill	
d) **Other Shareholders:**		
- Individuals	304,834	6.45%
- Government of Bangladesh	178,339	3.77%
- Other Institutions	220,596	4.67%
- ICB Unit Fund	3,700	0.08%
- ICB Mutual Funds	50	0.00%
- Investment Corporation Of Bangladesh	18,504	0.39%
- Sadharan Bima Corporation (SBC)	79,059	1.67%
Total	**4,725,000**	**100.00%**

Shareholders' Category	No. of Shareholders	No. of Shares held
Shareholders holding 10% or more voting interest		
Reckitt Benckiser Limited, United Kingdom	**1**	**3,919,918**

DECLARATION BY CEO & CFO

The Board of Directors
Reckitt Benckiser (Bangladesh) PLC
The Glass House, 9th and 10th Floors,
Block-SE(B), 38 Gulshan Avenue, Dhaka-1212

Date: April 30, 2026

Subject: Declaration on Financial Statements for the year ended on 31 December 2025

Dear Sirs,

Pursuant to the condition No. 1(5)(xxvi) imposed vide the Commission's Notification No. BSEC/CMRRCD/2006-158/207/Admin/80 Dated 10 June 2018, and subsequent amendment under section 2CC of the Securities and Exchange Ordinance, 1969, we do hereby declare that:

1. The Financial Statements of Reckitt Benckiser (Bangladesh) PLC for the year ended on 31 December 2025 have been prepared in compliance with International Accounting Standards (IAS) or International Financial Reporting Standards (IFRS), as applicable in the Bangladesh and any departure there from has been adequately disclosed;
2. The estimates and judgments related to the financial statements were made on a prudent and reasonable basis, in order for the financial statements to reveal a true and fair view;
3. The form and substance of transactions and the Company's state of affairs have been reasonably and fairly presented in its financial statements;
4. To ensure above, the Company has taken proper and adequate care in installing a system of internal control and maintenance of accounting records;
5. Our internal auditors have conducted periodic audits to provide reasonable assurance that the established policies and procedures of the Company were consistently followed; and
6. The management's use of the going concern basis of accounting in preparing the financial statements is appropriate and there exists no material uncertainty related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern.

In this regard, we also certify that:

i. We have reviewed the financial statements for the year ended on 31 December 2025 and that to the best of our knowledge and belief:
   a. These statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;
   b. These statements collectively present true and fair view of the Company's affairs and are in compliance with existing accounting standards and applicable laws.

ii. There are, to the best of knowledge and belief, no transactions entered into by the Company during the year which are fraudulent, illegal or in violation of the code of conduct for the company's Board of Directors or its members.

Sincerely yours,

Vishal Gupta
Managing Director
Date: April 30, 2026

Jamal Yusuff Zuberi
Chief Financial Officer (CFO)
Date: April 30, 2026

CODE OF CONDUCT FOR THE MEMBERS OF THE BOARD OF DIRECTORS

Reckitt Benckiser (Bangladesh) PLC. has established and published policies which include but are not limited to

- Anti-Bribery Policy (attached herewith)
- Whistleblower Policy (attached herewith)
- Code of conduct (attached herewith)

All directors, partners and employees must adhere to these policies. In addition to the above, the committees have drawn the following policies for the Chairperson of the Board, other Board members and Chief Executive Officer of the company to follow.

The NRC committee strongly recommends to the all Board members and the CEO (the "Director") to follow The Code of Conduct of Reckitt Benckiser (Bangladesh) PLC (the "company") according to the BSEC Corporate Governance Code. This Code is adopted to assist the directors to properly fulfill their duties and responsibilities. The Directors are entrusted with the responsibility to oversee management of the business and affairs of the company. This code is intended to focus on areas of risk, provide guidance to directors to help them recognize and deal with issues, provide mechanisms to report improper conduct, and help foster a culture of honesty and accountability. This code does not cover every issue that may arise but set out basic principles to guide the directors in carrying out their duties and responsibilities.

DIRECTORS RESPONSIBILITY

- A Director shall use duty of care in performing his/her duties, be loyal to the Company and act in good faith in a manner that the Director reasonably believes not opposed to the best interest of the Company. A. Director's duty of care refers to the responsibility to exercise appropriate diligence in overseeing the management of the Company, make decisions and take other actions. A Director should:

  a. Attend and participate in Board and committee meetings.

  b. Dedicate sufficient time, energy and attention to the Company to ensure diligent performance of his/her duties including preparing for meeting and decision making by reviewing in advance any materials distributed and making reasonable queries.

  c. Act in good faith and in the Company's best interests, not in the interests of the Director, family member or another organization with which the Director is affiliated. Directors should not use their positions for personal gain.

  d. Be aware of and seek to fulfill his or her duties and responsibilities as set forth in the Company's Memorandum of association, Articles of Association and other corporate Governance guidelines; and

  e. Seek to comply with all applicable laws, regulations, confidentiality obligations and Company policies:

  f. Except for the Independent Directors, the above qualification for becoming a Director shall be the holding of at least one share for each. Director or by the corporate body whose nominee a Director may be; a Director should otherwise acquire his share qualification within two months of his appointment.

  g. Manage the business of the Company and perform all acts of the Company except those required to be done in general meeting. Any Shareholders Agreement will be relevant in this regard.

  h. Retire by rotation as contained in Schedule I regulations 79-82 to the Companies Act 1994. The Directors to retire in every year shall be those who have been longest in office since their last election, but as between persons as who became Directors on the same day those to retire shall, unless they agree among themselves, be determined by lot. The Company at the general meeting at which a Director retires in manner aforesaid may fill in the vacated office by electing a person thereto.

- The Directors may delegate any of their powers to committees consisting of such member or members of their body as they think fit, any committee so formed shall; in the exercise of the powers so delegated, conform to any regulations that may be imposed on them by the Directors.
- All acts done by any meeting of the Directors or of a committee of Directors, or by any person acting as a Director shall, notwithstanding that it be afterwards discovered that there was some defect in the appointment of any such Directors or persons acting as aforesaid, or that they or any of them were disqualified, be as valid as if every such person had been duly appointed and was qualified to be a Director.

INDEPENDENT DIRECTORS

- Every Independent Director will have to ensure that she/he complies with the applicable regulation of the Bangladesh Securities and Exchange Commission.
- The Independent Director(s) shall be appointed by the Board of Directors and approved by the shareholders in the Annual General Meeting (AGM).
- The tenure of office of an independent director shall be for a period of 3 (three) years, which may be extended for 1 (one) term only.

CONFLICTS OF INTEREST

The Directors have an obligation to act in the best interest of the Company. All Directors should endeavor to avoid situations that present a potential or actual conflict between the interest of the Directors and the Company. Conflict of interest arises when a Director or one of their family members has a business relationship with a competitor, client or supplier of the Company in the context of the negotiation or performance of an agreement or in carrying out an assignment for the Company. To receive advances, loans, guarantees or services in order to influence a decision to be taken by the Company would also constitute a conflict of interest. Directors shall not work simultaneously for a competitor, client or supplier or to hold significant interest in such entities. Therefore:

- Directors shall not take a position with, or perform consulting services for a competitor, supplier or customer of the Company, or with any other organization which might deprive the Company of the full loyalty and services of the Director.
- Neither Directors nor their spouses or minor children may hold investments in any privately held company doing business with the Company.

LOANS

No Director except Executive Directors shall obtain any loan from the Company.

COMPLIANCE WITH LAWS AND REGULATIONS

a. Directors are expected to comply with applicable laws, rules and regulations of the Peoples Republic of Bangladesh and of any other country that may apply to the position they are holding.

b. The Directors shall comply with all antitrust and competition laws, and shall not engage in any improper communications or agreements with competitors.

c. The Directors shall not offer, promise or give any undue pecuniary or other advantages, whether directly or through intermediaries to a public and/or private official in order to obtain a favorable treatment or to influence the outcome of a negotiation in which the Company is interested. These activities are not only illegal but also violate international convention on combating bribery of foreign public officials in force in many countries and may warrant criminal penalties.

d. No gift, payment or other benefit should be received by a Director from a competitor, client or supplier of the Company. However, gifts of nominal value excluding cash gifts, which are consistent with customary business practices and do not violate any laws or regulation may be received.

e. The Company respects the fact that the Directors in their capacity as citizens of the country, may participate or may wish to participate in community or political activities. However the Directors shall avoid to morally or financially committing the Company in these activities. No Director may, directly or indirectly make any political contribution of any kind on behalf of the Company. Furthermore, a Director who happens to be involved in decisions to be taken by country, a decision of that body that affects the Company.

COMPANY PROPERTY

Each Director is responsible for the proper use of the Company's assets and resources and their protection. These include intellectual property such as trade secrets, patents, trademarks as well as installations, equipment's and the assets and financial resources of the Company. These assets and resources must be used in accordance with their business destination or within the framework set, as the case may be, by the Company. They may not be used for non-Company business except where such use has been explicitly authorized by established procedures. Finally, each Director should endeavor to protect the Company's assets against any deterioration, alteration, fraud, loss or theft.

COMPLIANCE WITH THE SAFETY POLICY OF THE COMPANY

It is the company's priority to ensure the health and safety of its employees and officers. All employees and officers are entitled to work in a safe and healthy environment and are expected to participate in such efforts by acting in a responsible manner. The Directors shall abide by the health and safety rules of the Company.

FRAUDULENT CONDUCT

The Company relies on the personal integrity of all Directors in safeguarding the Company's asset, including the Company's intellectual property, against damage, theft, fraud and unauthorized use. Prohibited irregularities include, but are not limited to, dishonest or fraudulent assets for personal gain.

CONFIDENTIAL INFORMATION AND INSIDER TRADING

a. Directors should maintain the confidentiality or information entrusted to them by the Company, its customers, consumers or suppliers, except when disclosure is authorized or legally mandated. Confidential information includes all non-public information that might be of use to competitors, or harmful to the Company, its customers, consumers or suppliers, if disclosed.

b. Any non-public information which might influence the market price of Company's shares should be kept in strict confidence until publicly released by authorized persons in accordance with BSEC regulations. To use non-public information for personal financial benefit or to "tip" others who might make an investment decision on the basis of this information is not only contrary to the Company's rules of conduct but also illegal. Rules on insider trading extend to all transactions in shares or other securities of the Company, subject to any specific rules that may be applicable on stock exchanges or published by Company. As part of the Company's policy on insider trading, Directors, are required to sign a specific undertaking to comply with the regulations as they may have access to privileged information.

COMPLIANCE WITH THE CODE

Directors are expected to comply with all of the provisions of this Code. The Code will be strictly enforced, and violations will be dealt with promptly.

Suspected violations of this Code must be reported to the Chairperson of the Board of Directors. All reported violations will be appropriately instigated. Directors who violate this Code may be subject to sanctions up to and including a request to resign as Director or the Boards seeking removal of the Director, where permitted by applicable law.

A Director charged with a violation of this Code should not participate in a vote of the committee or the Board concerning his/her alleged violation but may be present at a meeting of the Board or committee convened for that purpose.

Any waiver of this Director's Code must be approved by the Board of Directors and publicly disclosed as required by law or regulation.

MSA

Mohammad Sanaullah & Associates
Chartered Secretaries & Management Consultants

Report to the Shareholders of
Reckitt Benckiser (Bangladesh) PLC
on
Compliance of Corporate Governance Code

Certificate as per condition No. 1(5)(xxvii) of the BSEC Corporate Governance Code

We have examined the compliance status to the Corporate Governance Code by Reckitt Benckiser (Bangladesh) PLC for the year ended on December 31,2025. This Code relates to the Notification No. BSEC/CMRRCD/2006-158/207/Admin/80 dated 3 June 2018 of the Bangladesh Securities and Exchange Commission (BSEC).

Such compliance with the Corporate Governance Code is the responsibility of the Company. Our examination was limited to the procedures and implementation thereof as adopted by the Management in ensuring compliance to the conditions of the Corporate Governance Code.

This is a scrutiny and verification and an independent audit on compliance of the conditions of the Corporate Governance Code as well as the provisions of relevant Bangladesh Secretarial Standards (BSS) as adopted by the Institute of Chartered Secretaries of Bangladesh (ICSB) in so far as those standards are not inconsistent with any condition of this Corporate Governance Code.

We state that we have obtained all the information and explanations, which we have required, and after due scrutiny and verification thereof, we report that, in our opinion:

(a) The Company has complied with the conditions of the Corporate Governance Code as Stipulated in the above-mentioned Corporate Governance Code issued by the Commission subject to the remarks as reported in the Status of Compliance Statement;

(b) The company has complied with the provisions of the relevant Bangladesh Secretarial Standards (BSS) as adopted by the Institute of Chartered Secretaries of Bangladesh (ICSB) as required by this Code;

(c) Proper books and records have been kept by the company as required under the Companies Act, 1994, the Securities laws and other relevant laws; and

(d) The governance of the company is satisfactory.

For: **Mohammad Sanaullah & Associates** April 30, 2026

Mohammad Sanaullah FCS
CEO & Lead Consultant

STATUS OF COMPLIANCE WITH CONDITIONS IMPOSED BY THE BANGLADESH SECURITIES AND EXCHANGE COMMISSION

Status of compliance Reckitt Benckiser (Bangladesh) PLC for the year ended 31st December 2025 with conditions imposed by the Commission's Notification No. BSEC/CMRRCD/2006-158/207/Admin/80 dated June 03, 2018, and subsequent amendments issued under section 2CC of the Bangladesh Securities and Exchange Ordinance, 1969 is presented below:

(Report under Condition No. 9.3)

Condition No.		Title Complied	Compliance status (Put tick mark in the appropriate column)		Remarks (if any)
			Complied	Not complied	
1		**Board of Directors**			
1. (1)		**Board's Size** The number of Board Directors should not be less than 5 (five) and more than 20 (twenty).	✓		The Board is composed of 9 (Nine) Directors
1. (2)		**Independent Directors**			
	(a)	At least 2 (two) directors or one-fifth (1/5) of the total number of directors in the company's Board, whichever is higher, shall be independent directors; any fraction shall be considered to the next integer or whole number for calculating number of independent director(s). Provided that the Board shall appoint at least 1(one) female independent director in the Board of Directors of the Company.	✓		There are two independent directors in the Board including one Female.
	(b)	Without contravention of any provision of any other laws, for the purpose of this clause, an "independent director" means a director––	✓		The Independent Director has declared his compliances
	(b) (i)	Who either does not hold any share or holds less than 1% shares to the total paid-up shares of the company;	✓		Do
	(b) (ii)	Who is not a sponsor of the company and is not connected with the companies any sponsor or director or nominee director or shareholder of the company or any of its associates, sister concerns, subsidiaries and parents or holding Entities who holds one percent (1%) or more share of the total paid-up shares of the company on the basis of family relationship. His/her family members also should not hold above mentioned shares in the company.	✓		Do
	(b) (iii)	Who has not been an executive of the company in immediately preceding 2 (two) financial years.	✓		Do
	(b) (iv)	Who does not have any other relationship whether pecuniary or otherwise, with the company or its subsidiary/ associated companies.	✓		Do

Condition No.		Title Complied	Compliance status (Put tick mark in the appropriate column) Complied	Not complied	Remarks (if any)
	(b) (v)	Who is not a member or TREC (Trading Right Entitlement Certificate) holder, director or officer of any stock exchange.	✓		Do
	(b) (vi)	Who is not a shareholder, director excepting independent director or officer of any member or TREC holder of stock exchange or an intermediary of the capital market.	✓		Do
	(b) (vii)	Who is not a partner or an executive or was not a partner or an executive during the preceding 3 (three) years of the concerned company's statutory audit firm or audit firm engaged in internal audit services or audit firm conducting special audit or professional certifying compliance of this Code.	✓		Do
	(b) (viii)	Who shall not be an independent director in more than 5 (five) listed companies.	✓		Do
	(b) (ix)	who has not been reported as a defaulter in the latest Credit Information Bureau (CIB) report of Bangladesh Bank for non-payment of any loan or advance or obligation to a bank or a financial institution; and	✓		Do
	(b) (x)	Who has not been convicted for a criminal offence involving moral turpitude.	✓		Do
	(c)	The independent director(s) shall be appointed by the board of directors and approved by the shareholders in the Annual General Meeting (AGM): Provided that the Board shall appoint the independent director, subject to prior consent of the Commission, after due consideration of recommendation of the Nomination and Remuneration Committee (NRC) of the company;	✓		Do
	(d)	The post of independent director(s) can not remain vacant for more than 90 (ninety) days.	✓		Do
	(e)	The tenure of office of an independent director shall be for a period of 3 (three) years, which may be extended for 1 (one) term only.	✓		Do
1.(3)		**Qualification of Independent Director (ID)**			
	(a)	Independent Director shall be a knowledgeable individual with integrity who is able to ensure compliance with financial, regulatory and corporate laws and can make meaningful contribution to business.	✓		The qualification and background of ID justify his/her abilities as such.
	(b)	Independent director shall have following qualifications:			
	(b) i)	Business Leader who is or was a promoter or director of an unlisted company having minimum paid-up capital of Tk.100.00 million or any listed company or a member of any national or international chamber of commerce or registered business association; or	N/A		
	(b) ii)	Corporate Leader who is or was a top level executive not lower than Chief Executive Officer or Managing Director or Deputy Managing Director or Chief Financial Officer or Head of Finance or Accounts or Company Secretary or Head of Internal Audit and Compliance or Head of Legal Service or a candidate with equivalent position of an unlisted company having minimum paid up capital of Tk. 100.00 million or of a listed company; or	N/A		

Condition No.		Title Complied	Compliance status (Put tick mark in the appropriate column)		Remarks (if any)
			Complied	Not complied	
	(b) iii)	Former or existing official of government or statutory or autonomous or regulatory body in the position not below 5th Grade of the national pay scale, who has at least educational background of bachelor degree in economics or commerce or business or Law: Provided that in case of appointment of existing official as independent director, it requires clearance from the organization where he or she is in service; or	✓		Former Secretary, Govt. of Bangladesh
	(b) iv)	University Teacher who has educational background in Economics or Commerce or Business Studies or Law; or	N/A		
	(b) v)	Professional who is or was an advocate practicing at least in the High Court Division of Bangladesh Supreme Court or a Chartered Accountant or Cost and Management Accountant or Chartered Financial Analyst or Chartered Certified Accountant or Certified Public Accountant or Chartered Management Accountant or Chartered Secretary or equivalent qualification;	✓		Chartered Accountant
	(c)	The independent director shall have at least 10 (ten) years of experiences in any field mentioned in clause (b)	✓		ID's have more than 10 years' experience in the respective fields.
	(d)	In special cases the above qualifications may be relaxed subject to prior approval of the Commission.	✓		Obtained consent from BSEC.
1.(4)		**Chairman of the Board and Chief Executive Officer**			
	(a)	The positions of the Chairman of the Board and the Managing Director (MD) and/or the Chief Executive Officer of the companies shall be filled by different individuals.	✓		Chairman of the Board and Managing Director are different individuals
	(b)	The Managing Director (MD) and/or Chief Executive Officer (CEO) of a listed company shall not hold the same position in another listed company;	✓		
	(c)	The Chairman of the Board shall be elected from among the non-executive directors of the company;	✓		
	(d)	The Board shall clearly define respective roles and responsibilities of the Chairman and the Managing Director and/or Chief Executive Officer;	✓		
	(e)	In the absence of the Chairman of the Board, the remaining members may elect one of themselves from non-executive directors as Chairman for that particular Board's meeting; the reason of absence of the regular Chairman shall be duly recorded in the minutes.	✓		
1.(5)		**The Directors' Report to Shareholders**			
	(i)	Industry outlook and possible future development in the industry.	✓		As stated in the Directors' Report
	(ii)	Segment-wise or product-wise performance.	✓		Do
	(iii)	Risks and concerns.	✓		Do
	(iv)	A discussion on Cost of Goods sold, Gross Profit Margin and Net Profit Margin.	✓		Do
	(v)	Discussion on continuity of any Extra-Ordinary gain or loss.	None		
	(vi)	Basis for related party transactions- a statement of all related party transactions should be disclosed in the annual report.	✓		Explanation given in the notes of the Financial Statements
	(vii)	Utilization of proceeds from public issues, rights issues and / or through any other instruments.	N/A		

Condition No.		Title Complied	Compliance status (Put tick mark in the appropriate column) Complied	Not complied	Remarks (if any)
	(viii)	An explanation if the financial result deteriorate after the company goes for Initial Public Offering (IPO), Repeat Public Offering (RPO), Rights Offer, Direct Listing, etc.	N/A		
	(ix)	If significant variance occurs between Quarterly Financial performance and Annual Financial Statements the management shall explain about the variance on their Annual Report.	None		
	(x)	Remuneration to directors including independent directors.	N/A		No remuneration paid to Non - Executive Directors.
	(xi)	The financial statements prepared by the management of the issuer company present fairly its state of affairs, the result of its operations, cash flows and changes in equity.	✓		As stated in the Directors' Report
	(xii)	Proper books of account of the issuer company have been maintained.	✓		Do
	(xiii)	Appropriate accounting policies have been consistently applied in preparation of the financial statements and that the accounting estimates are based on reasonable and prudent judgment.	✓		Do
	(xiv)	International Accounting Standards (IAS)/ Bangladesh Accounting Standards (BAS)/ International Financial Reporting Standards (IFRS)/ Bangladesh Financial Reporting Standards (BFRS), as applicable in Bangladesh, have been followed in preparation of the financial statements and any departure there-from has been adequately disclosed.	✓		Do
	(xv)	The system of internal control is sound in design and has been effectively implemented and monitored.	✓		Do
	(xvi)	A statement that minority shareholders have been protected from abusive actions by, or in the interest of, controlling shareholders acting either directly or indirectly and have effective means of redress	✓		Do
	(xvii)	There are no significant doubts upon the issuer company's ability to continue as a going concern. If the issuer company is not considered to be a going concern, the fact along with reasons thereof should be disclosed.	None		
	(xviii)	Significant deviations from the last year's operating results of the issuer company shall be highlighted and the reasons thereof should be explained.	✓		
	(xix)	Key operating and financial data of at least preceding 5 (five) years shall be summarized.	✓		
	(xx)	If the issuer company has not declared dividend (cash or stock) for the year, the reasons thereof shall be given.	N/A		Declared 1730% Cash dividend
	(xxi)	Board's statement to the effect that no bonus share or stock dividend has been or shall be declared as interim dividend	N/A		No bonus shares or stock dividend has been declared as interim dividend during the year 2025.
	(xxii)	The number of Board meetings held during the year and attendance by each director shall be disclosed.	✓		Board conducted Seven Meeting during 2025 and meeting attendance stated in the Annual Report.
	(xxiii)	**The pattern of shareholdings and name wise details disclosing the aggregate number of shares:**			
	(xxiii) a)	Parent/Subsidiary/Associated Companies and other related parties (name wise details).	✓		Stated in the Annual Report

Condition No.	Title Complied	Compliance status (Put tick mark in the appropriate column)		Remarks (if any)
		Complied	Not complied	
(xxiii) b)	Directors, Chief Executive Officer, Company Secretary, Chief Financial Officer, Head of Internal Audit and their spouses and minor children (name wise details).	✓		Do
(xxiii) c)	Executives (top five salaried employees of the company, other than the Directors, Chief Executive Officer, Company Secretary, Chief Financial Officer and Head of Internal Audit).	✓		Do
(xxiii) d)	Shareholders holding ten percent (10%) or more voting interest in the company (name wise details).	✓		Do
(xxiv)	**Appointment/Reappointment of Directors:**			
(xxiv) a)	A brief resume of the director.	✓		
(xxiv) b)	Nature of his/her expertise in specific functional areas.	✓		
(xxiv) c)	Names of companies in which the person also holds the directorship and the membership of committees of the board.	✓		
(xxv)	**A Management's Discussion and Analysis signed by CEO or MD presenting detailed analysis of the company's position and operations along with a brief discussion of changes in the financial statements, among others, focusing on:**			
(xxv) a)	accounting policies and estimation for preparation of financial statements;	✓		Stated in the notes to the Financial Statements.
(xxv) b)	changes in accounting policies and estimation, if any, clearly describing the effect on financial performance or results and financial position as well as cash flows in absolute figure for such changes;	✓		Do
(xxv) c)	comparative analysis (including effects of inflation) of financial performance or results and financial position as well as cash flows for current financial year with immediate preceding five years explaining reasons thereof;	✓		
(xxv) d)	compare such financial performance or results and financial position as well as cash flows with the peer industry scenario;	None		
(xxv) e)	briefly explain the financial and economic scenario of the country and the globe;	✓		
(xxv) f)	risks and concerns issues related to the financial statements, explaining such risk and concerns mitigation plan of the company; and	✓		
(xxv) g)	future plan or projection or forecast for company's operation, performance and financial position, with justification thereof, i.e., actual position shall be explained to the shareholders in the next AGM	✓		
(xxvi)	Declaration or certification by the CEO and the CFO to the Board as required under condition No. 3(3) shall be disclosed as per Annexure-A;	✓		
(xxvii)	The report as well as certificate regarding compliance of conditions of this Code as required under condition No. 9 shall be disclosed as per Annexure-B and Annexure-C;	✓		Certificate regarding Compliance of the conditions is disclosed in the Annual Report 2025.
(xxviii)	The Directors' report to the shareholders does not require to include the business strategy or technical specification related to products or services, which have business confidentiality.	✓		

Condition No.		Title Complied	Compliance status (Put tick mark in the appropriate column) Complied	Not complied	Remarks (if any)
1.(6)		Meetings of the Board of Directors The company shall conduct its Board meetings and record the minutes of the meetings as well as keep required books and records in line with the provisions of the relevant Bangladesh Secretarial Standards (BSS) as adopted by the Institute of Chartered Secretaries of Bangladesh (ICSB) in so far as those standards are not inconsistent with any condition of this Code.	✓		
1.(7)		**Code of Conduct for the Chairman, other Board members and Chief Executive Officer:**			
	(a)	The Board shall lay down a code of conduct, based on the recommendation of the Nomination and Remuneration Committee (NRC) at condition No. 6, for the Chairman of the Board, other board members and Chief Executive Officer of the company;	✓		The code of conduct as recommended by NRC and approved by the Board is in place
	(b)	The code of conduct as determined by the NRC shall be posted on the website of the company including, among others, prudent conduct and behavior; confidentiality; conflict of interest; compliance with laws, rules and regulations; prohibition of insider trading; relationship with environment, employees, customers and suppliers; and independency.	✓		The code of conduct is duly posted in the Company's Website
2.		**Governance of Board of Directors of Subsidiary Company**			
	(a)	Provisions relating to the composition of the Board of Directors of the holding company shall be made applicable to the composition of the Board of Directors of the subsidiary company.			N/A
	(b)	At least 1 (one) independent director on the Board of Directors of the holding company shall be a director on the Board of Directors of the subsidiary company.			N/A
	(c)	The minutes of the Board meeting of the subsidiary company shall be placed for review at the following Board meeting of the holding company.			N/A
	(d)	The minutes of the respective Board meeting of the holding company shall state that they have reviewed the affairs of the subsidiary company also.			N/A
	(e)	The Audit Committee of the holding company shall also review the financial statements, in particular the investments made by the subsidiary company.			N/A
3.		Managing Director (MD) or Chief Executive Officer (CEO), Chief Financial Officer (CFO), Head of Internal Audit and Compliance (HIAC) and Company Secretary (CS):			
	(1)	Appointment:			
	(a)	The Board shall appoint a Managing Director (MD) or Chief Executive Officer (CEO), a Company Secretary (CS), a Chief Financial Officer (CFO) and a Head of Internal Audit and Compliance (HIAC);	✓		The Board has duly appointed the MD, CS, CFO and HIAC in the Company.
	(b)	The positions of the Managing Director (MD) or Chief Executive Officer (CEO), Company Secretary (CS), Chief Financial Officer (CFO) and Head of Internal Audit and Compliance (HIAC) shall be filled by different individuals;	✓		They are different individuals

Condition No.		Title Complied	Compliance status (Put tick mark in the appropriate column)		Remarks (if any)
			Complied	Not complied	
	(c)	The MD or CEO, CS, CFO and HIAC of a listed company shall not hold any executive position in any other company at the same time: Provided that CFO or CS of any listed company may be appointed for the same position in any other listed or non-listed company under the same group for reduction of cost or for technical expertise, with prior approval of the Commission: Provided further that the remuneration and perquisites of the said CFO or CS shall be shared by appointing companies proportionately;	✓		
	(d)	The Board shall clearly define respective roles, responsibilities and duties of the CFO, the HIAC and the CS;	✓		
	(e)	The MD or CEO, CS, CFO and HIAC shall not be removed from their position without approval of the Board as well as immediate dissemination to the Commission and stock exchange(s).	✓		In practice
	(2)	Requirement to attend Board of Directors' Meetings: The MD or CEO, CS, CFO and HIAC of the company shall attend the meetings of the Board:	✓		In practice
	(3)	**Duties of Managing Director (MD) or Chief Executive Officer (CEO) and Chief Financial Officer (CFO):**			
	(a)	The MD or CEO and CFO shall certify to the Board that they have reviewed financial statements for the year and that to the best of their knowledge and belief:	✓		Given in the Annual Report
	(a)(i)	these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading; and	✓		Do
	(a)(ii)	these statements together present a true and fair view of the company's affairs and are in compliance with existing accounting standards and applicable laws;	✓		Do
	(b)	The MD or CEO and CFO shall also certify that there are, to the best of knowledge and belief, no transactions entered into by the company during the year which are fraudulent, illegal or in violation of the code of conduct for the company's Board or its members;	✓		Do
	(c)	The certification of the MD or CEO and CFO shall be disclosed in the Annual Report.	✓		Do
4.		Board of Directors' Committee: For ensuring good governance in the company, the Board shall have at least following subcommittees: (i) Audit Committee; and (ii) Nomination and Remuneration Committee.	✓		Already in place
5		**Audit Committee**			
	(1)	**Responsibility to the Board of Directors**			
	(a)	The company shall have an Audit Committee as a sub-committee of the Board of Directors.	✓		The Committee duly discharged its responsibilities
	(b)	The Audit Committee shall assist the Board of Directors in ensuring that the financial statements reflect true and fair view of the state of affairs of the company and in ensuring a good monitoring system within the business.	✓		In practice.

Condition No.		Title Complied	Compliance status (Put tick mark in the appropriate column) Complied	Not complied	Remarks (if any)
	(c)	The Audit Committee shall be responsible to the Board of Directors. The duties of the Audit Committee shall be clearly set forth in writing.	✓		
	(2)	**Constitution of the Audit Committee**			
	(a)	The Audit Committee shall be composed of at least 3 (three) members.	✓		The Audit Committee is comprised of 6 (Six) members
	(b)	The Board shall appoint members of the Audit Committee who shall be non-executive directors of the company excepting Chairman of the Board and shall include at least 1 (one) independent director;	✓		The members of the Audit Committee are appointed by the Board who are non-executive Directors including 2 (Two) Independent Directors.
	(c)	All members of the audit committee should be "financially literate" and at least 1 (one) member shall have accounting or related financial management background and 10 (ten) years of such experience;	✓		
	(d)	When the term of service of any Committee member expires or there is any circumstance causing any Committee member to be unable to hold office before expiration of the term of service, thus making the number of the Committee members to be lower than the prescribed number of 3 (three) persons, the Board shall appoint the new Committee member to fill up the vacancy immediately or not later than 60 (sixty) days from the date of vacancy in the Committee to ensure continuity of the performance of work of the Audit Committee;	N/A		No such case during the year.
	(e)	The company secretary shall act as the secretary of the Committee.	✓		In practice
	(f)	The quorum of the Audit Committee meeting shall not constitute without at least 1 (one) independent director.	✓		In practice
	(3)	**Chairman of the Audit Committee**			
	(a)	The Board of Directors shall select 1 (one) member of the Audit Committee to be Chairman of the Audit Committee, who shall be an independent director.	✓		The Chairman is an Independent Director
	(b)	In the absence of the Chairman of the Audit Committee, the remaining members may elect one of themselves as Chairman for that particular meeting, in that case there shall be no problem of constituting a quorum as required under condition No. 5(4)(b) and the reason of absence of the regular Chairman shall be duly recorded in the minutes.	N/A		
	(c)	Chairman of the audit committee shall remain present in the Annual General Meeting (AGM).	✓		In practice
	(4)	**Meeting of the Audit Committee**			
	(a)	The Audit Committee shall conduct at least its four meetings in a financial year: Provided that any emergency meeting in addition to regular meeting may be convened at the request of any one of the members of the Committee;	✓		During the year 5 (Five) Meetings were conducted.
	(b)	The quorum of the meeting of the Audit Committee shall be constituted in presence of either two members or two third of the members of the Audit Committee, whichever is higher, where presence of an independent director is a must.	✓		In practice.

Condition No.	Title Complied	Compliance status (Put tick mark in the appropriate column)		Remarks (if any)
		Complied	Not complied	
(5)	**Role of Audit Committee**			
(a)	Oversee the financial reporting process.	✓		In Practice
(b)	Monitor choice of accounting policies and principles.	✓		Do
(c)	Monitor Internal Control Risk management process.	✓		Do
(d)	Oversee hiring and performance of external auditors	✓		Do
(e)	hold meeting with the external or statutory auditors for review of the annual financial statements before submission to the Board for approval or adoption;	✓		Do
(f)	Review along with the management, the annual financial statements before submission to the board for approval.	✓		Do
(g)	Review along with the management, the quarterly and half yearly financial statements before submission to the board for approval.	✓		Do
(h)	Review the adequacy of internal audit function.	✓		Do
(i)	review the Management's Discussion and Analysis before disclosing in the Annual Report;	✓		Do
(j)	Review statement of significant related party transactions submitted by the management.	✓		Do
(k)	Review Management Letters/ Letter of Internal Control weakness issued by statutory auditors.	✓		Do
(l)	oversee the determination of audit fees based on scope and magnitude, level of expertise deployed and time required for effective audit and evaluate the performance of external auditors; and	✓		Do
(m)	oversee whether the proceeds raised through Initial Public Offering (IPO) or Repeat Public Offering (RPO) or Rights Share Offer have been utilized as per the purposes stated in relevant offer document or prospectus approved by the Commission:			N/A
(6)	**Reporting of the Audit Committee**			
(a)	**Reporting to the Board of Directors**			
(i)	The Audit Committee shall report on its activities to the Board of Directors.	✓		In Practice
(ii)	**The Audit Committee shall immediately report to the Board of Directors on the following findings, if any:**			
(ii) (a)	Report on conflicts of interests.			None
(ii) (b)	Suspected or presumed fraud or irregularity or material defect in the internal control system.			None
(ii) (c)	Suspected infringement of laws, including securities related laws, rules and regulations.			None
(ii) (d)	Any other matter which shall be disclosed to the Board of Directors immediately.	✓		In Practice
(b)	Reporting to the Authorities: If the Audit Committee has reported to the Board of Directors about anything which has material impact on the financial condition and results of operation and has discussed with the Board of Directors and the management that any rectification is necessary and if the Audit Committee finds that such rectification has been unreasonably ignored, the Audit Committee shall report such finding to the Commission, upon reporting of such matters to the Board of Directors for three times or completion of a period of 6 (six) months from the date of first reporting to the Board of Directors, whichever is earlier.	N/A		

Condition No.		Title Complied	Compliance status (Put tick mark in the appropriate column) Complied	Not complied	Remarks (if any)
	(7)	Reporting to the Shareholders and General Investors: Report on activities carried out by the Audit Committee, including any report made to the Board of Directors under condition 5(6)(a)(ii) above during the year, shall be signed by the Chairman of the Audit Committee and disclosed in the annual report of the issuer company.	✓		The activities of the Audit Committee are duly disclosed in the Annual Report of the Company
6.		**Nomination and Remuneration Committee (NRC)**			
	(1)	**Responsibility to the Board of Directors**			
	(a)	The company shall have a Nomination and Remuneration Committee (NRC) as a subcommittee of the Board;	✓		In place
	(b)	The NRC shall assist the Board in formulation of the nomination criteria or policy for determining qualifications, positive attributes, experiences and independence of directors and top level executive as well as a policy for formal process of considering remuneration of directors, top level executive;	✓		The NRC duly discharged its responsibilities as per the BSEC CG Codes.
	(c)	The Terms of Reference (ToR) of the NRC shall be clearly set forth in writing covering the areas stated at the condition No. 6(5) (b).	✓		The ToR is in place.
	(2)	**Constitution of the NRC**			
	(a)	The Committee shall comprise of at least three members including an independent director;	✓		NRC Committee Comprises of Four members including One Independent Director
	(b)	At least 02 (two) members of the Committee shall be non-executive directors;	✓		
	(c)	Members of the Committee shall be nominated and appointed by the Board;	✓		
	(d)	The Board shall have authority to remove and appoint any member of the Committee;	✓		In practice.
	(e)	In case of death, resignation, disqualification, or removal of any member of the Committee or in any other cases of vacancies, the board shall fill the vacancy within 180 (one hundred eighty) days of occurring such vacancy in the Committee;	None		
	(f)	The Chairman of the Committee may appoint or co-opt any external expert and/or member(s) of staff to the Committee as advisor who shall be non-voting member, if the Chairman feels that advice or suggestion from such external expert and/or member(s) of staff shall be required or valuable for the Committee;	None		
	(g)	The company secretary shall act as the secretary of the Committee;	✓		In practice.
	(h)	The quorum of the NRC meeting shall not constitute without attendance of at least an independent director;	✓		Do
	(i)	No member of the NRC shall receive, either directly or indirectly, any remuneration for any advisory or consultancy role or otherwise, other than Director's fees or honorarium from the company.	✓		Do
	(3)	**Chairman of the NRC**			
	(a)	The Board shall select 1 (one) member of the NRC to be Chairman of the Committee, who shall be an independent director;	✓		The NRC Chairman is an Independent Director

Condition No.		Title Complied	Compliance status (Put tick mark in the appropriate column) Complied	Not complied	Remarks (if any)
	(b)	In the absence of the Chairman of the NRC, the remaining members may elect one of themselves as Chairman for that particular meeting, the reason of absence of the regular Chairman shall be duly recorded in the minutes;	None		No such situation happened in the reporting year
	(c)	The Chairman of the NRC shall attend the annual general meeting (AGM) to answer the queries of the shareholders.	✓		In practice
	(4)	**Meeting of the NRC**			
	(a)	The NRC shall conduct at least one meeting in a financial year;	✓		During the year 6 (Six) Meetings were conducted.
	(b)	The Chairman of the NRC may convene any emergency meeting upon request by any member of the NRC;			N/A
	(c)	The quorum of the meeting of the NRC shall be constituted in presence of either two members or two third of the members of the Committee, whichever is higher, where presence of an independent director is must as required under condition No. 6(2)(h);	✓		
	(d)	The proceedings of each meeting of the NRC shall duly be recorded in the minutes and such minutes shall be confirmed in the next meeting of the NRC.	✓		
	(5)	**Role of the NRC**			
	(a)	NRC shall be independent and responsible or accountable to the Board and to the shareholders;	✓		The NRC performs as per the CG Codes
	(b)	**NRC shall oversee, among others, the following matters and make report with recommendation to the Board:**			
	(i)	**formulating the criteria for determining qualifications, positive attributes and independence of a director and recommend a policy to the Board, relating to the remuneration of the directors, top level executive, considering the following:**			
	(a)	the level and composition of remuneration is reasonable and sufficient to attract, retain and motivate suitable directors to run the company successfully;	✓		
	(b)	the relationship of remuneration to performance is clear and meets appropriate performance benchmarks; and	✓		
	(c)	remuneration to directors, top level executive involves a balance between fixed and incentive pay reflecting short and long-term performance objectives appropriate to the working of the company and its goals;	✓		
	(ii)	devising a policy on Board's diversity taking into consideration age, gender, experience, ethnicity, educational background and nationality;	✓		
	(iii)	identifying persons who are qualified to become directors and who may be appointed in top level executive position in accordance with the criteria laid down, and recommend their appointment and removal to the Board;	✓		
	(iv)	formulating the criteria for evaluation of performance of independent directors and the Board;	✓		The NRC performs as per the CG Codes
	(v)	identifying the company's needs for employees at different levels and determine their selection, transfer or replacement and promotion criteria; and	✓		Do
	(vi)	developing, recommending and reviewing annually the company's human resources and training policies;	✓		Do

Condition No.		Title	Compliance status (Put tick mark in the appropriate column) Complied	Not complied	Remarks (if any)
	(c)	The company shall disclose the nomination and remuneration policy and the evaluation criteria and activities of NRC during the year at a glance in its annual report.	✓		
7.		External /Statutory Auditors			
	(1)	The issuer company shall not engage its external or statutory auditors to perform the following services of the company, namely:	✓		As declared by the Auditor
	(i)	Appraisal or valuation services or fairness opinions.	✓		Do
	(ii)	Financial information systems design and implementation.	✓		Do
	(iii)	Book-keeping or other services related to the accounting records or financial statements.	✓		Do
	(iv)	Broker-dealer services.	✓		Do
	(v)	Actuarial services.	✓		Do
	(vi	Internal audit services.	✓		Do
	(vii	Any other service that the Audit Committee determines.	✓		Do
	(viii)	audit or certification services on compliance of corporate governance as required under condition No. 9(1); and	✓		Do
	(ix)	any other service that creates conflict of interest.	✓		Do
	(2)	No partner or employees of the external audit firms shall possess any share of the company they audit at least during the tenure of their audit assignment of that company.	✓		Do
	(3)	Representative of external or statutory auditors shall remain present in the Shareholders' Meeting (Annual General Meeting or Extraordinary General Meeting) to answer the queries of the shareholders.	✓		The Auditor duly attended in the last AGM
8.		**Maintaining a website by the Company.-**			
	(1)	The company shall have an official website linked with the website of the stock exchange.	✓		Company Website is duly linked with the stock exchanges
	(2)	The company shall keep the website functional from the date of listing.	✓		In place
	(3)	The company shall make available the detailed disclosures on its website as required under the listing regulations of the concerned stock exchange(s).	✓		In place
9		**Reporting and Compliance of Corporate Governance**			
	(1)	The company shall obtain a certificate from a practicing Professional Accountant/ Secretary (Chartered Accountant/ Cost and Management Accountant/ Chartered Secretary) regarding compliance of conditions of Corporate Governance Guidelines of the Commission and shall send the same to the shareholders along with the Annual Report on a yearly basis.	✓		The Certificate of Compliance obtained from Mohammad Sanaullah & Associates is duly presented in the Annual Report
	(2)	The professional who will provide the certificate on compliance of this Corporate Governance Code shall be appointed by the shareholders in the annual general meeting.	✓		Duly appointed by the Shareholders at the AGM.
	(3)	The directors of the company shall state, in accordance with the Annexure attached, in the directors' report whether the company has complied with these conditions.	✓		The status of compliance is duly published in the Directors' Report

DIVIDEND DISTRIBUTION POLICY

OBJECTIVE

The objective of this policy is to lay down the criteria to be considered by the Board of Directors of the Company before recommending dividend to its shareholders for a financial year. The policy is framed in compliance with the Bangladesh Securities and Exchange Commission's Directive No. BSEC/CMRRCD/2021-386/03- dated on January 14, 2021.

CRITERIA TO BE CONSIDERED BEFORE RECOMMENDING DIVIDEND

The Board will consider the following factors before recommending dividend:

Statutory and Regulatory Compliance:

- The company shall declare dividend only after ensuring compliance with the regulatory guidelines on dividend declaration e.g. in line with the directives of the Finance Act and or by fulfilling other restrictions, if there is any, from the regulators like; Bangladesh Bank and Bangladesh Securities Exchange Commission (BSEC) etc.
- As per IFRS: IAS 1:137(a):- An entity shall disclose in the notes the amount of dividends proposed or declared before the financial statements were authorized for issue but not recognized as a distribution to owners during the period, and the related amount per share.
- IAS 10:12:- If an entity declares dividends to holders of equity instruments (as defined in IAS 32 Financial Instruments: Presentation) after the reporting period, the entity shall not recognize those dividends as a liability at the end of the reporting.
- IAS 10:13:- If dividends are declared after the reporting period but before the financial statements are authorized for issue, the dividends are not recognized as a liability at the end of the reporting period because no obligation exists at that time. Such dividends are disclosed in the notes in accordance with IAS 1 presentation of Financial Statements.
- **As per Schedule-XI of the Companies Act 1994:** Part-I-Balance sheet A. Horizontal Form: Dividends stated to be in respect of the period covered by the financial statements and that are proposed or declared after the balance sheet date but before approval of the financial statements should be either adjusted or disclosed. **Notes (h) of general instruction for preparation of balance sheet:** Assets and liabilities should be adjusted for events occurring after the balance sheet date that provide additional evidence to assist with the estimation of amounts relating to conditions existing at the balance sheet date or that indicate that going concern assumption in relation to the whole or part of the enterprise is not appropriate. Assets and liabilities should not be adjusted for, but disclosure should be made of, those events occurring after the balance sheet date that do not affect the condition of assets or liabilities at the balance sheet date but are of such importance that non-disclosure would affect the ability of the users of the financial statements to make proper evaluation and decision.
- **As per section 184 (1) of the Companies Act 1994:-** There shall be attached to every balance sheet laid before a company in general meeting a report by its Board of Directors, with respect to
  - **a.** the state of the company's affairs;
  - **b.** the amount, if any, which the Board proposes to carry to any reserve in such balance sheet;
  - **c.** the amount, if any, which the Board recommends should be paid by way of dividend;
  - **d.** material changes and commitments, if any, affecting the financial position of the company which have occurred between the end of the financial year of the company to which the balance sheet related and the date of the report.

The procedures to remit the dividends as per the Guidelines for foreign exchange transactions issued by Bangladesh Bank are as follows:

The company may apply for remittance of dividends (both final and interim) through authorized dealer bank (AD) to the non-resident shareholders through application in the prescribed form (Appendix 5/60) in triplicate duly certified by the company's Auditors and supported by the required documents:

Each company will apply for dividend remittances through one nominated AD whose name should be communicated beforehand to the Foreign Exchange Investment Department, Bangladesh Bank, Corporate Office, Dhaka. Any change in the nominated AD bank should likewise be notified to the Bangladesh Bank well in advance.

While allowing remittance of dividend the ADs should satisfy themselves that profit shown in the Balance Sheet and Profit & Loss Account has arisen out of the normal trading/business activities of the company or out of past accumulated reserves which were remittable. In arriving at the profit out of which dividend has been declared and applied for remittance, ADs should in particular verify to ensure that all previous losses/tax liabilities, if any, have been fully adjusted against current year's net profit or against general/revenue reserve. Also, any cash subsidy granted by Govt. to the company should be deducted from profit in arriving at the divisible profit, unless allowed otherwise by the Bangladesh Bank. Remittance of dividend should be approved in Taka first and be affected after converting the Taka into equivalent foreign exchange at the rate ruling on the date of remittance.

- Income Tax deduction at source on Dividends: Based on the DTA agreement between the Government of the Peoples Republic of Bangladesh and country in which dividend to be distributed, the prescribe rate of tax deduction at source on dividend for the corporate shareholder are to be deducted. A certificate from NBR to be obtained required regarding applicability of reduced tax rate on dividend U/S 119 of Income Tax Act 2023.

FINANCIAL CRITERIA

- Financial performance of the Company for the year for which dividend is recommended
- Requirements for capex financing
- Working capital financing plan
- Dividend payout trends (the dividend payout ratio will be calculated as a percentage of dividend (including dividend tax) recommended for the year to the net profit for that year)
- Tax Implications if any, on distribution of dividends
- Cost of raising funds from alternate sources of capital
- Corporate actions including mergers/demergers, acquisitions and additional investments including expansion plans and investment in subsidiaries/ associates of the Company
- Such other factors and/or material events which the Company's Board may consider

EXTERNAL FACTORS

- Shareholder expectations including individual shareholders
- Macro-economic environment
- Industry dividend payout rate

CIRCUMSTANCES UNDER WHICH SHAREHOLDERS MAY OR MAY NOT EXPECT DIVIDEND

- The Board of the Company may not recommend any dividend if the eligibility criteria for recommendation of dividend has not been met by the Company, including any regulatory restriction placed on the Company on declaration of dividend or if the Board strongly believes the need to conserve capital for growth or other exigencies which will be spelt.

DIVIDEND DISTRIBUTION

- Company shall pay of the dividend (cash/stock) to the shareholders within 30 days of declaration or approval or record date as the case may be.
- Company shall pay off the cash dividend to the bank account of the entitled shareholder as available in the BO account maintained with the depository participant (DP), or the bank account as provided by the shareholder in paper form, through Bangladesh Electronic Funds Transfer Network (BEFTN) or through bank transfer or any electronic payment system as recognized by the Bangladesh Bank, if not possible through BEFTN.
- Dividend of the margin client of stockbroker or merchant banker shall pay of to the Consolidated Customer's Bank Account (CCBA) of the stockbroker or to the separate bank account of the merchant banker or portfolio manager through BEFTN.
- In case of non-availability of bank account information or not possible to distribute cash dividend through BEFTN or any electronic payment system and for the member who have not been converted in Dematerialization (DEMAT) shares, shall issue cash dividend warrant and shall send It by post to the shareholder.
- Company shall credit the stock dividend to the BO account or issue bonus share certificate of the entitled shareholder
- Company shall follow the directives/circulars in force of the securities regulator, related to dividend distribution from time to time.

UTILISATION OF RETAINED EARNINGS

The Company would utilize the retained earnings of the Company in a manner which is beneficial to the interest of the Company and its stakeholders, including, but not limited to ensuring maintenance of a healthy level of minimum capital adequacy ratios, meeting the Company's future business growth / expansion and strategic plans or such other purpose the Board may deem fit from time to time in the interest of the Company and its stakeholders.

PAREMETERS FOR VARIOUS CLASSES OF SHARES

Currently, the Company does not have any other class of shares (including shares with differential voting rights/preference shares) other than equity shares. In the absence of any other class of shares and/or share with differential voting rights, the entire distributable profit for the purpose of declaration of dividend is considered for the equity shareholders.

CONFLICT IN POLICY

In the event of a conflict between this policy and extant regulations, the regulations shall prevail.

AMMENDMENTS

To the extent any change/amendment is required in terms of any applicable law or change in regulations, the regulations would prevail over the policy and the provisions in the policy would be modified in due course to make it consistent with law. Such amended policy shall be placed before the board for noting and necessary ratification.

REVIEW OF POLICY

The board of directors of the Company may review the policy, if the Board proposes to declare dividend on the basis of criteria in addition to those specified in the policy, or proposes to modify the criteria, it shall disclose such changes along with the rationale for the same on the Company's website and in the Annual Report.

DISCLOSURE OF POLICY

The policy will be available on the Company's Website and will also be disclosed in the Company's Annual Report.

PRINCIPLES AND DISCLOSURES OF MI & PSI

PRINCIPLES

This Principles is called "Reckitt Benckiser (Bangladesh) PLC - Principles of Disclosure of Material Information & Price Sensitive Information" and this principle is framed in Compliance with the Bangladesh Securities and Exchange Commission's notification no.BSEC/CMRRCD/2021-396/52/Admin/140 dated 28 December 2022.

OBJECTIVES

The objective of this Principles is to disclose the material information and price sensitive information of the company for protecting the shareholder's right, fluctuation of capital market, insider trading etc.

PRICE SENSITIVE INFORMATION (PSI)

The company will consider the following information are as the price sensitive information (PSI) of the company:

- Information related to the financial report, financial results and other basic information related to the financial performance;
- Information related to dividend and corporate declarations;
- Information related to the change of corporate structure (i.e. amalgamation, merger, de-merger, re-structuring, acquisition, winding up, transfer, and transformation, etc.);
- Information related to the change of capital structure;
- Information related to the business extension, change, etc.;
- Any other information as defined by the BSEC as PSI through various rules, regulations, circulars and directives; and
- Any information published by the BSEC in official gazette defining as PSI.

MATERIAL INFORMATION (MI)

1. **Factors related to changes in financial conditions, such as:-**
    a. Changes in financial statements, such as significant decrease or increase in income, expenses, cash flows, receivables, liabilities or assets etc. and revaluation of most or significant assets or any information or statement or comment regarding revaluation of significant assets or significant decrease-increase;
    b. The following comparative information in the financial statements:
        i. Earnings per share;
        ii. Net operating cash flow per share;
        iii. Net asset value per share;
    c. Material changes in the value or composition of assets of the company;
    d. Any special instructions or any modification of any special instructions previously given by the regulatory authority of the company regarding reservation of provisions; and
    e. Any change in the accounting policies of the company, etc.
2. **Information regarding corporate announcements, such as:-**
    a. Any decision relating to dividend;
    b. Decision to declare or issue rights, bonus issues or similar benefits to security holders;
    c. Corporate declarations or other information relating to the receivables of the investors; and
    d. Any change in dividend distribution policy, etc.
3. **Information regarding changes in corporate structure, such as:-**
    a. Acquisition or disposal of any existing assets of the company at least 05% (five percent) or more;
    b. Merger of the Company with another company;
    c. Any acquisition or substantial acquisition of shares of any company, etc.;
    d. Demerger of any unit of the company;
    e. Conversion or winding up of any unit of the Company;
    f. Changes in corporate operations by way of capital reorganization or merger or demerger;
    g. Takeover proposal or internal service acquisition proposal of any company;
    h. Change of ownership that may affect controlling of the Company; and
    i. Change of name or address, etc.

4. **Information regarding changes in capital structure, such as:-**
   a. Any decision regarding private or public or rights offer of securities or changes in its capital structure;
   b. Systematic repurchase or redemption of securities of the Company;
   c. Any decision regarding consolidation of shares, exchange of shares, conversion of any security into equity security or conversion of debentures into shares; and
   d. Significant changes in rights of security holders, etc.
5. **Information regarding expansion, change etc. of business activities, such as:-**
   a. Any significant development or change in the Company's technology, production or facilities;
   b. Significant capital investment or significant change in the purpose of the organization;
   c. Significant new contracts, product, patent, service or business changes;
   d. Significant realization of long-term Bad Debts;
   e. Any change of the Board of Directors or any resignation or termination of the Chief Executive, CEO, CFO and Company Secretary;
   f. Change of statutory auditor or corporate governance compliance auditor and credit rating company or agency;
   g. Initiation of legal proceedings or development of regulatory matters or any significant judgment or order by the court;
   h. Change of category of listed security in the stock exchange(s) or company's de-listing from the exchange(s);
   i Any significant management contract, investor relations agreement, service agreement, or related party transaction that could materially affect the financial statements of the Company;
   j. Information relating to decision of sale or purchase of any fixed asset or renovation or development or expansion of plant or machinery (BMRE) or setting up of new units; and
   k. Grant or acceptance of significant advances or loans between the inter-company or subsidiary or associate companies.
   l. Any kinds of loan or related benefits receive and provide or exchange with any directors of the Company.
6. **Information related to loan and debt management, such as:-**
   a. Borrowing and repayment of 25% or more of the paid-up capital or net asset value, whichever is higher;
   b. The encumbrance or discharge of significant assets;
   c. Failure to pay any bank or creditor or debt obligation or liability for a period exceeding 06 (six) months;
   d. Significant new loan agreements; and
   e. Foreign loan agreement or investment agreement, etc.
7. **Others, such as:-**
   a Signing of any material agreement or cancellation or substantial amendment of previously declared/ signed agreement;
   b. Loss of any substantial assets of the Company or any event affecting its reputation;
   c. Cancellation or substantial modification of any scheme previously declared; and
   d. Submission of qualified report of the Company by the auditor, etc.
8. **The Commission may, by order published in the Official Gazette, determine any other information to be Material Information.**

DISCLOSURES ON THE WEBSITE

The company shall disclose on its website all such events/ information which has been disseminated to the BSEC and Stock Exchange(s) under this Principles and such disclosures shall be posted on the website of the company for a minimum period of three years.

MONITORING AND REPORTING

The 'Key Managerial Personnel' (KMP) are jointly responsible to the Board for monitoring and reporting the implementation of this

principle. "Key Managerial Personnel" means the Chief Executive Officer (CEO)/Managing Director, Chief Financial Officer (CFO), Company Secretary, and such other officer/s as may be prescribed by the Board of Directors.

PRINCIPLES REVIEW

This Principles may be modified as may, in the opinion of the Board, be deemed necessary with the assistance of KMP and subsequently to be updated to the website and notified to BSEC.

REPORT OF THE DIRECTORS

The Directors of the Company are pleased to present the audited financial statements of the Company for the year ended 31 December 2025 and report that:

PRINCIPAL ACTIVITIES

Our culture is our foundation. Our logo, which reflects our purpose, fight, compass and behavior. Our leadership behaviors are making an impact. Employees are encouraged to own, create, deliver and care. We are inspired by our purposeful brands, and our efforts for a healthier planet and a fairer society.

During 2025, there were no major changes in the principal activity of the Company. Reckitt continued manufacturing and marketing of Household, Toiletries and Pharmaceutical products. Your company also continued to invest behind the major brands to drive business growth.

ECONOMIC HIGHLIGHT

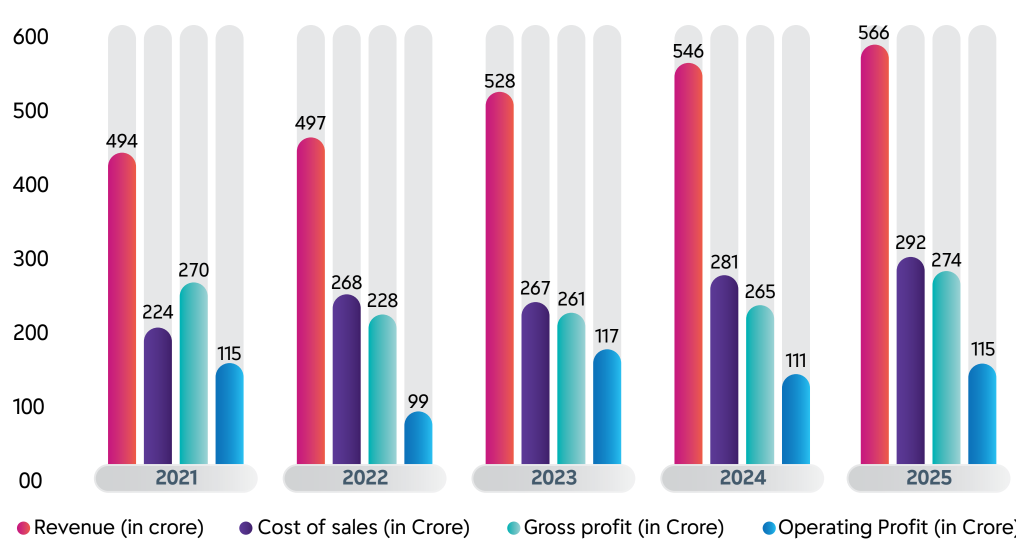
In 2025, the global macroeconomic environment remained challenging, shaped by volatile market conditions, persistent inflationary pressures, currency movements, and ongoing supply chain disruptions. Elevated interest rates and geopolitical tensions continued to weigh on global demand and investment sentiment, leading to cautious consumer behavior across many markets. These dynamics increased cost pressures for businesses, particularly in raw materials, logistics, and financing, while also requiring greater operational discipline and agility.

In Bangladesh, these global headwinds were compounded by domestic factors. Elevated inflation persisted throughout much of the year, posing challenges for monetary policy and exerting pressure on household purchasing power, particularly for essential consumer goods. At the same time, 2025 marked a period of significant political transition, which introduced a degree of uncertainty into the economic environment and temporarily affected business confidence. Despite these challenges, consumer demand for essential household and personal care products remained relatively resilient, underscoring the importance of value positioning, supply continuity, and cost management in navigating the operating landscape.

BUSINESS HIGHLIGHTS

Despite a challenging operating environment marked by political uncertainty and broader macroeconomic pressures, your Company delivered revenue growth of 3.76% in 2025 compared to the previous year. This performance was achieved against the backdrop of political uncertainty, elevated inflation, and broader macroeconomic volatility, which significantly impacted consumer sentiment and demand.

While overall growth remained modest, your Company's ability to maintain revenue stability in such conditions underscores the resilience of its brands, strong market presence, and disciplined execution. Continued focus on portfolio relevance, innovation, and operational agility enabled your Company to navigate a difficult year while protecting its long term market position.



Five years' Business Performance

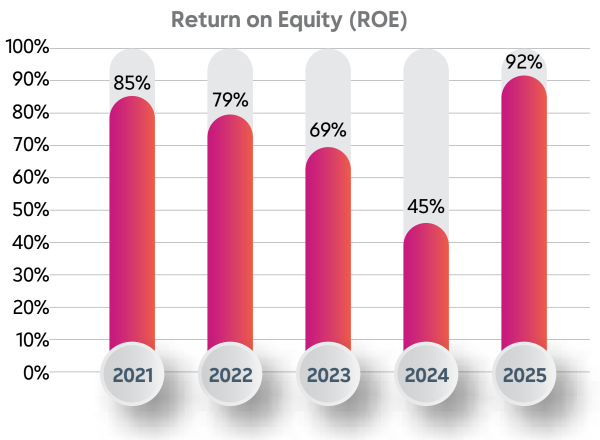
COST OF GOOD SOLD, GROSS PROFIT MARGIN, NET PROFIT MARGIN

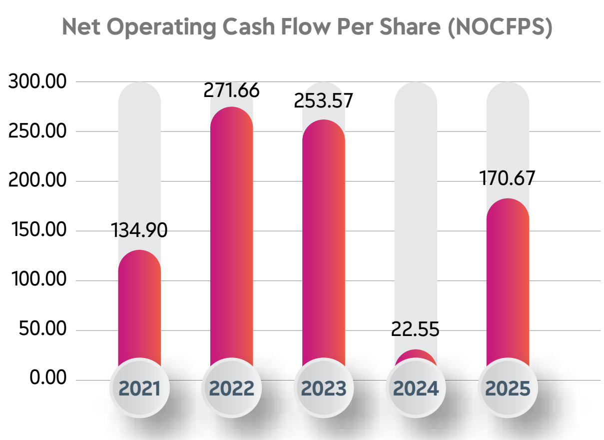
Your Company generated a gross profit margin and operating profit margin of 48.39% and 20.38% respectively in 2025, almost similar to previous year. The rise in raw material costs, driven by both global supply chain disruptions and domestic inflationary pressures, higher transportation and energy expenses, has led to an increase in overall cost.

Amid the increased country inflation, however, we arrested the operating expenses by cost optimization strategies which has contributed to the increase in operating margin of 0.08%, compared to previous year.

NET ASSET, LIABILITY AND EQUITY AND NET OPERATING CASHFLOW

We maintained 92% Return on Equity (ROE) for the year 2025, our Net Operating Cash flow per share stood at Tk 170.67 per share from Tk. 22.55 of last year.





SEGMENT WISE PERFORMANCE

The company has two operating segments based on two strategic business divisions "household and toiletries" and "pharmaceuticals". These are:

Reportable segments	Operations
Household and toiletries	Manufacturing and trading of hygiene and home care products.
Pharmaceuticals	Manufacturing of Dettol anti-septic

These two operating segments are the strategic business units of the company and are managed separately based on the Company's management and internal reporting structure. For the year 2025, 96.04% of the total turnover came from Household and toiletries products and 3.96% from Pharmaceutical products.

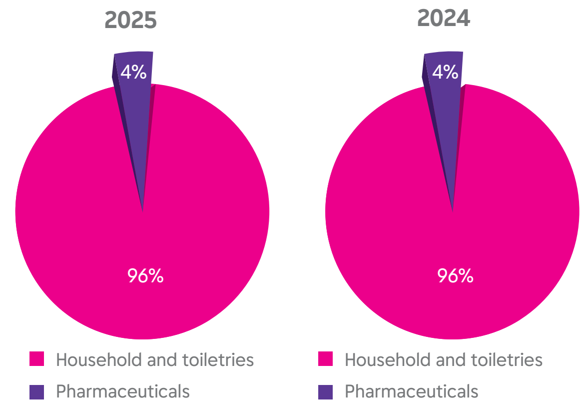


Figure: Composition of Household & toiletries and Pharmaceuticals on revenue

RELATED PARTY TRANSACTIONS

During the year the company made transactions with related parties which include key management personnel, parent's entity and inter group entities. These are for salaries & benefits, royalties and import of finished goods.

The detailed statement on transactions, nature and amount is presented in note no. 26 of the Notes to the Financial Statements.

EXTRAORDINARY GAIN OR LOSS

During the year 2025, there was no extraordinary gain or losses incurred to the business.

SIGNIFICANT VARIANCE BETWEEN QUARTERLY AND ANNUAL FINANCIAL PERFOMANCE

The Company demonstrated consistent revenue generation, disciplined cost management, and strengthening profitability over the course of the year. The improved performance in the second half, particularly in Q4, positions the Company well for sustained growth in the coming periods.

SUMMARY OF FINANCIALS

Amount in Thousand Taka	Total	Q4	Q3	Q2	Q1
Revenue	5,664,352	1,368,609	1,487,193	1,335,172	1,473,378
Cost of sales	-2,923,434	-664,856	-761,560	-714,004	-783,014
Operating and other expenses	-1,597,482	-334,725	-371,974	-416,228	-474,454
Tax expenses	-270,552	-79,101	-87,630	-47,259	-56,562
Profit for the year	817,086	276,619	246,745	140,376	153,347
Basic earnings per share (Taka)	172.93	58.55	52.22	29.71	32.45

We are pleased to present the following summarized financials of the Company before you:

Particulars	2025	2024
	Taka	Taka
Profit before taxation (including other comprehensive income/items)	**1,073,537,749**	**997,971,529**
Less: Taxation	(270,551,619)	(275,279,079)
Profit after taxation (including other comprehensive income/items)	**802,986,130**	**722,692,450**
Add: Un-appropriated profit from previous year	1,609,525,709	1,146,708,259
Profit available for appropriation	**2,412,511,839**	**1,869,400,709**
Less: Final cash dividend paid Tk.333 (i.e. 3330%) per share for 2024	(1,573,425,000)	(259,875,000)
Total profit available for appropriation	839,086,839	1,609,525,709
Appropriation:		
Proposed Final Cash Dividend Tk.173 (i.e. 1,730%) per share for 2025	(817,425,000)	(1,573,425,000)
Un-appropriated profit *	21,661,839	36,100,709

*After recognition of dividend in the period of appropriation

DIVIDEND

The Board is pleased to recommend final cash dividend of Tk 173 (1,730%) per share amounting to Tk 81.74 crore for the year 2025, (2024: Tk 333 per share i.e amounting to Tk 157.34 crore), which is out of the accumulated profit as stated in the Financial Statements of 2025.

The above recommendation of dividend is as per the Board approved dividend policy which is disclosed in the "Dividend Distribution Policy" section of the Annual Report 2025 on page 96-97.

EARNINGS PER SHARE

The earnings per share numbers are provided on pages 14, 50-51, 102, 170, 217 & 262.

GOING CONCERN

The financial statements of the Company have been prepared on a going concern basis. As per management assessment there are no uncertainties related to events or conditions which may cast significant doubt upon Company's ability to continue as a going concern.

Management has also considered the impact of the ongoing geopolitical tensions in the Middle East and the conflict involving the USA and alliance in its going concern assessment. Based on the information currently available, these developments have not caused any disruption to the Company's supply chain, nor have they affected selling prices or cost structures. Accordingly, management believes that the use of the going concern basis of accounting remains appropriate.

INDUSTRY OUTLOOK

Bangladesh's FMCG industry continues to face a cautious near-term outlook, influenced by ongoing macroeconomic headwinds. Reduced consumer purchasing power, heightened price sensitivity, and increased down trading continue to affect demand growth across categories. Inflation has significantly shaped consumer priorities and buying behaviour. Nevertheless, the industry remains resilient, with continued innovation and product offerings tailored to evolving consumer needs, ensuring a competitive and consumer centric marketplace.

RISKS AND CONCERNS

Periodic social unrest and geopolitical tensions created short-term volatility in consumer sentiment and disrupted supply chains, including higher imported raw material costs. Despite these challenges, the stabilising impact of the newly elected government and its reform agenda is expected to strengthen business confidence. Reckitt Benckiser (Bangladesh) PLC remains committed to navigating these conditions while advancing its purpose of creating a cleaner and healthier world through accessible hygiene, wellness, and nourishment solutions.

SUSTAINABILITY

We continued to advance our sustainability efforts for the benefit of both the environment and society. Trust in our business is built on our safe and effective brands and strengthened by our commitment to addressing broader issues that matter to consumers and society. Our sustainability priorities—spanning climate action, plastics reduction, economic responsibility, and human rights—resonate strongly with our consumers and customers. However, our sustainability agenda extends beyond meeting consumer expectations. It is shaped by wider considerations, including the growing interdependence between a healthy planet and healthy lives. Through these commitments, we aim to drive sustainable business growth by creating a positive and lasting impact on the world. Our progress rests on three main pillars: purpose-led brands, combating climate change for a healthier world and enabling a fairer, more diverse and inclusive society.

We strive to help people feel better every day, believing that access to wellness and nourishment is a right that everyone deserves.

2025 witnessed significant amplification in our Sustainability efforts. We continued hygiene curriculum for children aging 5 to 10 years, health cards for underprivileged sanitation workers, Kurbani campaign with the households of municipality workers, Lizol Mosque Cleaning activity during Ramadan, iftar for underprivilidged people together with Mastul Foundation, partnering with Amar Ekushey Boimela as hygiene partner to provide hygiene support to people amongst others. We have taken further initiatives to bring joy and hygiene awareness to Mojar School- A Harpic Eid initiative.

ENVIRONMENT, HEALTH, AND SAFETY

Our strategy is anchored in creating positive and lasting impact. We aspire to be a regenerative business that delivers value to society and the environment. To address climate change, we have set ambitious plans to reduce our carbon footprint through lower energy consumption (GHG emission reduced by 124.95MT) and water consumption and reduced waste generation. We are also enhancing the environmental performance of our products, manufacturing operations, and supplier base.

These actions collectively support the health of our planet. By responsibly sourcing raw materials, ingredients, and packaging, we help protect communities and the ecosystems in which they operate. By respecting and empowering our colleagues, contractors, and suppliers, we promote fairness and integrity across the value chain. Through the development of safer, more sustainable products, waste reduction, and the maximization of recycling and reuse, we actively advance the principles of a circular economy.

EXTERNAL RECOGNITION AND ACCOMPLISHMENTS

During the year 2025, your company received several external recognitions on different grounds from various national and international institutions. It is the recognition to our high performing, driven and inspired employees. During the year the following accolades were achieved:

1. Gold Award from ICSB for Best Presented Annual Report 2024 in Pharmaceuticals and Chemical Category;
2. Silver Award from ICMAB for Best Corporate Award in MNC Manufacturing;
3. BBF - Best Brand Award - No. 1 Toiler Cleaner Brand in toilet cleaner category;
4. BBF - Best Brand Award - Most loved brand in Antiseptic category;
5. Hygiene partner at the National Bookfair 2025;

CREDIT RATING

Pursuant to the notification no. BSEC/CMRRC/2009-193/37/Admin/132 dated 12th May 2022 of Bangladesh Securities and Exchange Commission, based on Audited Financial Statements for the year ended 31st December 2024 also un-audited Financial up to 30th June 2025 and other relevant quantitative as well as qualitative information up to date, your Company received credit rating report as below, which was rated by Credit Rating Information and Services Limited.

Date of Rating	28.09.2025
Rating Validity	27.09.2026
Outlook	Stable
Short term	ST-1
Long Term	AAA

CORPORATE GOVERNANCE

We would like to confirm that:

1. The financial statements prepared by the management of the issuer company present fairly its state of affairs, the result of its operations, cash flows and changes in equity.
2. Proper books of account of the issuer company have been maintained.
3. Appropriate accounting policies have been consistently applied in preparation of the financial statements and that the accounting estimates are based on reasonable and prudent judgment.
4. International Accounting Standards (IAS) or International Financial Reporting Standards (IFRS) as applicable in Bangladesh have been followed in preparation of the financial statements and any departure there from has been adequately disclosed.
5. The system of internal control is sound in design and has been effectively implemented and monitored.
6. Minority shareholders have been protected from abusive actions by, or in the interest of, controlling shareholders acting either directly or indirectly and have effective means of redress.
7. There are no significant doubts upon the Company's ability to continue as a going concern.
8. Significant deviations from last year's operating results of the Company have been highlighted in the report and reasons thereof have been explained.
9. Key operating and financial data of preceding five years have been provided on page 50-57.
10. During the year Seven Board meetings were held and the attendance by each director is given on page 77.
11. The pattern of shareholding is provided on pages 78 & 244.
12. A management discussion and analysis signed by CEO or MD presenting detailed analysis of the company's position and operations along with brief discussion of changes in the financial statements, is provided on page 46-49.

13. Declaration or certification by the CEO and the CFO to the Board as required under condition no. 3(3) of Corporate Governance Code; is provided on page 79.
14. In accordance with the requirement of the Bangladesh Securities and Exchange Commission, "Compliance of conditions of Corporate Governance Code as required under condition no. 9" is provided on page 84-95.
15. During the year the company did not pay any remuneration to its non-whole time Directors including Independent Director. Only meeting attendance fees, however, at approved scales were paid to selective non-whole-time directors.

DIRECTORS

Following were members of the Board of Directors of the company during 2025.

1	**Asha Gopalakrishnan**	**Chairperson**
2	Vishal Gupta	Managing Director
3	Rajesh Kumar Jha	Director
4	Pradeep Krishnamurthi	Director
5	Jamal Yusuff Zuberi	Director
6	Sourav Mitra	Director
7	Istiaque Ahmad	Independent Director
8	Shayema Akter	Female Independent Director
9	Md. Jakir Hossan	Government Nominated Director

There were several changes in the Board as recommended by the Nomination and Remuneration Committee:

Aritra Banerjee resigned from the Board of Directors as Nominee Director of Reckitt Benckiser Limited, Uk. with effect from 20th August 2025.

Jamal Yusuff Zuberi has been appointed as Nominee Director of Reckitt Benckiser Limited, UK on the Board with effect from 27th October 2025 and require approval at the 65th Annual General Meeting.

Md. Firoz Uddin has been appointed as Government Nominee Director on the Board in place of Md. Jakir Hossan with effect from 30 April 2026 and requires approval at the 65th Annual General Meeting.

Re-appointment of Independent Director:

As recommended by the Nomination and Remuneration Committee, Istiaque Ahmad has been re-appointed as Independent Director on the Board for second tenure with effect from 29 October 2025, which has been accorded by the Bangladesh Securities and Exchange Commission (BSEC) on 08 January 2026 and require approval at the 65th Annual General Meeting.

Re-appointment of Managing Director:

Vishal Gupta has been proposed by the NRC and Board for his re-appointment as Managing Director for a period of five (5) years with effect from 1st May 2026 and requires approval at the 65th Annual General Meeting (AGM)

The brief resume of directors, expertise, and directorship to another Company (If any) provided on page 64-69.

ELECTION OF DIRECTORS

As per Article 118A of the Articles of Association of the Company, Ms. Asha Gopalakrishnan, and Mr. Rajesh Kumar Jha will retire from the Board of Directors and being eligible offer themselves for re-election.

The elections of new Directors are subject to approval in the 65th Annual General Meeting.

AUDITORS

As per Section 210 of the Companies Act 1994, the company's statutory auditors Rahman Rahman Huq, Chartered Accountants (Member firm of KPMG) retires at the 65th Annual General Meeting as Auditors of the Company. Rahman Rahman Huq, Chartered Accountants have expressed their willingness to continue in office and being eligible, offer themselves for re-appointment for the year 2026. As recommended by the Audit Committee, the Board recommends Rahman Rahman Huq, Chartered Accountants (Member firm of KPMG), to re-appoint as Auditors for the year 2026 at a fee of Tk 2,200,000/-, excluding VAT.

COMPLIANCE AUDITOR

Pursuant to The Bangladesh Securities and Exchange Commission (BSEC), the retiring Auditors Mohammad Sanaullah & Associates are eligible for re-appointment as Corporate Governance Compliance Auditors. As recommended by the Audit Committee, the Board recommended M/S Mohammad Sanaullah & Associates, Chartered Secretaries, to re-appoint as Corporate Governance Compliance Auditors for the year 2026 at a fee of Tk. 90,000/-, excluding Tax & VAT.

ACKNOWLEDGEMENT

The Board of Directors reiterate their sincere appreciation and gratitude to all honorable shareholders, business partners, customers, suppliers and other stakeholders in the Company for their confidence and support.

The Directors also take this opportunity to acknowledge with great appreciation the dedication and hard work of the employees which has been the driving force behind the sustained results of the Company.

Istiaque Ahmad
Independent Director

Jamal Yusuff Zuberi
Director

Vishal Gupta
Managing Director

CHIEF FINANCIAL OFFICER'S REPORT

Reckitt Benckiser (Bangladesh) PLC continued to operate in a highly dynamic and evolving global and local environment during 2025. This year was marked by continued economic volatility and evolving consumer dynamics in Bangladesh, set against a challenging global macroeconomic backdrop. As a multinational FMCG organization with deep local roots, we remained committed to ensuring the availability of essential products for Bangladeshi consumers while balancing affordability, quality, and sustainable profitability. Persistent inflationary pressures, foreign exchange constraints, and supply chain disruptions required agile financial management and proactive risk mitigation. These factors collectively influenced market conditions, consumer sentiment, cost structures, and strategic priorities. Through prudent cost controls, strategic sourcing initiatives, and disciplined working capital management, we were able to protect margins and preserve balance sheet strength.

MARKET AND ECONOMIC ENVIRONMENT

The operating environment in 2025 remained challenging, shaped by global macroeconomic uncertainty, persistent inflation, and heightened geopolitical tensions, particularly in the Middle East. Escalating regional conflicts contributed to volatility in global energy and commodity markets, driving higher input and logistics costs and sustaining inflationary pressures. While global supply chains showed gradual signs of normalization, these geopolitical developments continued to weigh on international trade dynamics and financial market stability.

Domestically, the interim government prioritized macroeconomic stabilization through fiscal discipline, foreign exchange management, inflation containment, and measures aimed at restoring investor confidence. Policy initiatives to strengthen foreign currency reserves, improve trade facilitation, and enhance regulatory oversight led to early signs of stabilization in select economic indicators, although inflationary pressures and liquidity constraints persisted for much of the year. Against this backdrop, Reckitt Benckiser (Bangladesh) PLC maintained its market position through disciplined execution, portfolio optimization, selective pricing actions, and a continued focus on core categories, supporting revenue growth despite a value conscious consumer environment.

TREASURY MANAGEMENT AND RISK MITIGATION STRATEGY

Treasury and risk management remained a core focus amid currency volatility and tight liquidity, with emphasis on protecting cash flows, optimizing working capital, and maintaining liquidity resilience through prudent foreign exchange management and close collaboration with banking partners, enabling the Company to meet its obligations to Group entities and uphold strong governance standards. Alongside this, Reckitt Benckiser (Bangladesh) PLC continued to support the national economy, contributing BDT 199.89 crore to the exchequer through VAT, Supplementary Duty, Income Tax, and Customs Duties, reflecting its ongoing commitment to compliant operations, sustainable growth, and responsible corporate citizenship.

SHAREHOLDER VALUE CREATION

Looking ahead, the newly elected Government's reform agenda offers the potential for a more stable and supportive business environment, and the Company remains cautiously optimistic while continuing to align its financial strategies with evolving policy priorities and a long term value creation focus. The Board reaffirmed its confidence in the Company's financial strength by declaring a final cash dividend of BDT 173 per share for the year ended 31 December 2025. With a strong financial position, a diversified portfolio of trusted brands, and disciplined financial management, Reckitt Benckiser (Bangladesh) PLC is well positioned to navigate ongoing challenges and contribute sustainably to the health, hygiene, and well being of Bangladeshi consumers.

Jamal Yusuff Zuberi
Chief Financial Officer

REPORT OF THE AUDIT COMMITTEE

FOR THE YEAR ENDED 31 DECEMBER 2025

THE COMMITTEE

Audit Committee of Reckitt Benckiser (Bangladesh) PLC, a sub-committee of the Board of Directors, supports the Board in ensuring that the financial statements reflect true and fair view of the state of affairs of the Company and in ensuring a good control monitoring system within the business.

COMPOSITION OF THE AUDIT COMMITTEE

The Audit Committee, appointed by and responsible to the Board of Directors, comprises 6 (Six) non-executive directors as members of the audit committee and the Company Secretary as the Secretary of the Audit Committee, out of them, two members are independent Directors, and the Committee is chaired by one Independent Director Mr. Istiaque Ahmad.

As required all members of the audit committee are 'financially literate' and can analyze and interpret financial statements to effectively discharge their duties and responsibilities as respective members of the Audit Committee. More than one member has fifteen years plus experience with thorough knowledge and expertise in finance and accounting to provide guidance in the matters applicable to accounting and auditing standards to ensure reliable financial reporting of the company.

ROLE OF THE AUDIT COMMITTEE

The Audit Committee's role flows directly from the Board and the Committee reports regularly to the Board on its activities.

The Committee's main responsibilities consist of:

- Oversee the financial reporting process and reviewing the annual, half-yearly and quarterly financial statements and other financial results, and upon its satisfaction of the review, recommend the same to the Board;
- Monitor choice of accounting policies and principles and reviewing the adequacy and effectiveness of financial reporting process, internal control system, risk management, auditing matters, and the Company's processes for monitoring compliance with laws and regulations and the Codes of Conduct;
- Monitoring and reviewing the arrangements for ensuring the objectivity and effectiveness of the external and internal audit functions;
- Reviewing the effectiveness of internal audit function including performance, structure, adequacy of resources, and compliance with professional standards, regulatory and financial reporting requirements, statement of all related party transactions, examining audit findings and material weaknesses and monitoring implementation of audit action plans;
- Recommending to the Board the appointment, reappointment or removal of the external auditors;
- Performing other activities as and when requested by the board of directors.

MAJOR ACTIVITIES OF THE AUDIT COMMITTEE CARRIED OUT DURING THE YEAR

Meetings and Attendance of Audit Committee

During the year 2025, a total of 5 (Five) meetings were held. The attendance of the members are as follows:

Number of Meeting held during the year ended 31st December 2025

Sl. No.	No. of Meeting	Notice Date	Meeting Date	Attendance of Members	Leave of absence	Leaves Granted to
1	1st Meeting	January 20, 2025	January 28, 2025	4	1	Sourav Mitra
2	2nd Meeting	March 27, 2025	April 07, 2025	4	1	Pradeep Krishnamurthi
3	3rd Meeting	April 27, 2025	May 06, 2025	4	1	Asha Gopalakrishnan
4	4th Meeting	July 20, 2025	July 29, 2025	6	0	-
5	5th Meeting	October 22, 2025	October 27, 2025	4	2	Asha Gopalakrishnan and Rajesh Kumar Jha

Attendance of the members

Sl. No.	Name of Members	Designation	Number of Meeting	Meetings attended	Remarks
1	Istiaque Ahmad Independent Director	Chairperson	5	5	Re- appointed as Chairperson with effect from 29th of October 2025.
2	Asha Gopalakrishnan	Member	5	3	Leaves granted
3	Rajesh Kumar Jha	Member	5	4	Leave granted
4	Pradeep Krishnamurthi	Member	5	4	Leave granted
5	Sourav Mitra	Member	5	4	Leave granted
6	Shayema Akter	Member	2	2	Joined on 29 July 2025.
7	Mohammad Nazmul Arefin (Secretary)	Secretary	5	5	-

Attendance of the invitee

Sl. No.	Name of Members	Designation	Number of Meeting	Meetings attended	Remarks
1	Mrityunjoy Bose	Head of Internal Audit & Compliance	5	5	
2	Aritra Banerjee	Chief Financial Officer	4	4	Resigned from the Board on 20th August 2025
3	Jamal Yusuff Zuberi	Chief Financial Officer	1	1	Joined on 15th October 2025

- Reviewed the quarterly, half yearly, and annual financial statements for the year ended 31 December 2025 along with receiving the statutory audit report and raising necessary questions on statutory audit in case of doubts;
- Approved the internal audit plan for 2025, monitored progress and effected revisions when necessary;
- Discussed internal audit reports and findings in detail with members of the management and monitored the status of implementation of audit action plans and provided guidance to ensure timely completion of action plans;
- The committee reviewed the effectiveness of the internal financial controls, procedures and reviewed external audit report.
- Considered and made recommendation to the Board on the appointment and remuneration of external auditors;
- Review of financial and accounting matters as reported by the Chief Financial Officer on the financial performance and accounting treatment of the company;
- Reviewed and received report on the matters as per requirement from the Bangladesh Securities and Exchange Commission (BSEC);
- Conducted a meeting with the statutory auditors for review of the annual financial statements;
- Reviewed the Management's Discussion and Analysis;
- Reviewed statement of all related party transections submitted by the management;
- Conducted special meeting with Auditor i.e. Rahman Rahman Huq (Member firm of KPMG) on 28th April 2026 and reviewed the Audit outcomes;
- Reviewed Management Letters issued by statutory auditor's;
- Reviewed current year audit fees based on scope and magnitude, level of expertise deployed, and time required for effective audit and evaluate the performance of external auditors.

There are no significant breaches of control which has come to notice of the audit committee while reviewed. Therefore, the committee is of the opinion that adequate controls and procedures are in place to provide reasonable assurance that the company's assets are safeguarded and that the financial position of the company is adequately managed.

On behalf of the Audit Committee

Istiaque Ahmad
Chairperson
Audit Committee
Dated: April 30, 2026.

REPORT OF THE NOMINATION AND REMUNERATION COMMITTEE (NRC)

FOR THE YEAR ENDED 31 DECEMBER 2025

THE COMMITTEE

As a sub-committee of the Board, the responsibility of Nomination and Remuneration Committee (NRC) is to assist the Board of the company in formulation of the nomination and remuneration policy and criteria of director (executive/ non- Executive/independent) and top-level executives of the company. The Board has adopted a nomination and remuneration criteria and policy of NRC in 2019.

COMPOSITION OF NOMINATION AND REMUNERATION COMMITTEE (NRC)

The Nomination and Remuneration Committee (NRC) comprises 2 (Two) non-executive directors and 1 (One) executive Director and the committee is chaired by one Independent Director Mr. Istiaque Ahmad. Moreover, Mr. Aritra Banerjee, Member and Ms. Noomaya Jayed (Non- voting member) have retired from the Committee with effect from 20 August 2025 and 18 September 2025 respectively.

Now, Nomination and Remuneration Committee (NRC) comprises the following five members:

SL No	Name of Members	Designation
1	Istiaque Ahmad	Chairperson
2	Sourav Mitra	Member
3	Rajesh Kumar Jha	Member
4	Vishal Gupta	Member

As per regulatory guideline, the Company Secretary, Mohammad Nazmul Arefin acts as Secretary to the Committee.

TERMS OF REFERENCE/ROLE OF NOMINATION AND REMUNERATION COMMITTEE (NRC)

- NRC shall be independent and responsible or accountable to the Board and to the Shareholders;
- NRC shall oversee, among others, the following matters and make report with recommendation to the Board:
  - ➢ formulating the criteria for determining qualifications, positive attributes and independence of a director and recommend a policy to the Board, relating to the remuneration of the directors, top level executive, considering the following:
    - the level and composition of remuneration is reasonable and sufficient to attract, retain and motivate suitable directors to run the Company successfully;
    - the relationship of remuneration to performance is clear and meets appropriate performance benchmarks; and
    - remuneration to directors, top level executive involves a balance between fixed and incentive pay reflecting short and long-term performance objectives appropriate to the working of the Company and its goals;
  - ➢ devising a policy on Board's diversity taking into consideration age, gender, experience, ethnicity, educational background and nationality;
  - ➢ identifying persons who are qualified to become directors and who may be appointed in top level executive position in accordance with the criteria laid down, and recommend their appointment and removal to the Board;
  - ➢ formulating the criteria for evaluation of performance of independent directors and the Board; and

identifying the Company's needs for employees at different levels and determine their selection, transfer or replacement and promotion criteria; and developing, recommending and reviewing annually the Company's human resources and training policies.

CRITERIA OR POLICY FOR DETERMINIG QUALIFICATIONS, POSITIVE ATTRIBUTES AND INDEPENDENCE OF THE MEMBERS OF THE BOARD OF DIRECTORS

Matters to be dealt with perused and recommended to the Board by the Nomination and Remuneration Committee. The following matters shall be dealt with by the Committee:-

(a) Qualifications of the directors: The Committee shall consider the following attributes/criteria whilst recommending to the Board the candidature for appointment as Director:
- Age, Qualification, expertise and experience of the Directors in their respective fields;
- Personal, Professional or business standing;
- The considerations shall include achieving an appropriate level of diversity having regard to factors such as integrity, race, gender, age, nationality, cultural and educational background and industry or related experience.

(b) Positive Attributes and Independence: The Committee shall meet potential candidates to assess their level of competence, experience and their personal and other positive attributes before making its recommendation to the Board. For the purpose of assessing the attributes and independence of the candidate, the Committee shall, interlaid, take into consideration whether the candidate demonstrates:

- high standards of ethical behavior;
- positive disposition, good interpersonal and communication skills;
- ability to think independently without being influenced by extraneous circumstances or consideration;
- capability to act with reasonable care, in good faith and in the best interests of the Company and its stakeholders;
- ability to devote time and attention for the business and governance of the Company;
- refrain from situations that may have a direct or indirect conflict of interest with those of the Company; and
- to abide by the Company's Code of Business Conduct.

(c) Size and composition of the Board: The committee will be reviewing the size and composition of the Board to have an appropriate mix of executive and independent Directors to maintain its independence and separate its functions of governance and management. The committee will also ensure that the Board is structured to make appropriate decisions, with a variety of perspectives and skills, in the best interests of the Company. The Committee is to assist the Board in ensuring the Board nomination process considers diversity relating to gender, thought, experience, knowledge and perspectives.

(d) Recruitment of Directors: Review the criteria set by Reckitt Benckiser Group Plc. in determining qualifications for key management positions and recommend candidates upon evaluating them against the Reckitt Leadership characteristics and values. The committee will procure the company's Job description and assess the proposed candidates to ensure that the right candidate is being appointed for the position in line with Reckitt Benckiser Group Plc.'s Talent Acquisition framework of Qualification, Experience, Agility, and Culture fit.

(e) Succession plans: The Committee will review identified successors for Board and top-level executive positions to ensure and maintain an appropriate balance of skills, experience and expertise on the Board and Senior Management.

(f) Evaluation of performance: The Committee will be responsible for the following:

- Review performance criteria as prescribed or determined by Reckitt Benckiser Group Plc for the Directors/Key Management Positions and Senior Positions and recommend to the Board.
- Formulate the criteria and framework for evaluation of performance of every Director on the Board of the Company to ensure that the Board is well equipped with expertise to perform their role in ensuring both company and share holders' interest.
- Ensure that Non-Executive Directors are provided with sufficient information and awareness regarding the Company's vision/purpose/strategy and adequate information about the industry so that they are equipped to carry out their legal responsibilities and duties.

(g) Remuneration framework and policies: The Committee is responsible for reviewing and reporting to the Board on:

- Remuneration of General Manager/CEO: Whether the salary reviewed is in line with the prescribed pay matrix philosophy put forward by Reckitt Benckiser Group Plc /Region and get inputs if there are any discrepancies. In case of discrepancies, the differences will have to be in gross violation either regarding salary components considered or calculation methodology;
- Individual and total remuneration of non-executive Directors and the chairperson (if nonexecutive), including any additional fees payable for membership of Board committees;
- The remuneration of top-level executive: Whether the salary reviewed is in line with the prescribed pay matrix philosophy put forward by Reckitt Benckiser Group Plc /Region. The committee will periodically review salaries of the positions mentioned that include base pay, incentive payments, equity awards, retirement rights, severance pay if any and service contracts to ensure that Reckitt Benckiser (Bangladesh) PLC is market competitive in terms of:
    a) attracting and motivating talent to pursue the Company's long-term growth;
    b) demonstrating a clear relationship between executive compensation and performance;
    c) being reasonable and fair, in terms of best governance practices and legal requirements; and
    d) balancing between fixed and incentive pay to reflect short and long-term performance objectives as appropriate or advised by Reckitt Benckiser Group Plc. for the Company and its goals.

ACTIVITIES OF THE NRC FOR THE YEAR ENDED 31 DECEMBER 2025

MEETING AND ATTENDANCE

Nomination and Remuneration Committee meeting and attendance during the year ended 31 December 2025 are as follows.

Meeting held during the year ended 31 December 2025

Sl. No.	No. of Meeting	Notice Date	Meeting Date	Attendance of Members	Leave of absence	Leave Granted to
1	1st Meeting	20 January, 2025	28 January, 2025	5	1	Sourav Mitra
2	2nd Meeting	27 March, 2025	07 April, 2025	5	1	Vishal Gupta
3	3rd Meeting	27 April, 2025	06 May, 2025	4	1	Sourav Mitra
4	4th Meeting	20 July, 2025	29 July, 2025	5	-	
5	5th Meeting	06 August, 2025	11 August, 2025	5	-	
6	6th Meeting	15 October, 2025	27 October, 2025	3	1	Rajesh Kumar Jha

Attendance of the members

SL No	Name of Members	Designation	Number of Meeting	Meetings attended	Remarks
1	Istiaque Ahmad	Chairperson	6	6	Re-appointed as Chairperson with effect from 29th of October 2025
2	Sourav Mitra	Member	6	4	Leaves Granted
3	Rajesh Kumar Jha	Member	6	5	Leave Granted
4	Vishal Gupta	Member	6	5	Leave Granted
5	Aritra Banerjee	Member	5	5	Resigned on 20th August 2025
6	Noomaya Jayed	non-voting member	5	5	Resigned on 18th September 2025
7	Mohammad Nazmul Arefin	Secretary	6	6	-

- Review the existing code of conduct for the members of the Board of Directors the company;
- Recommend a new code of conduct for Chairperson, Directors and Top-level executive of the company;
- Reviewed and recommend appointing of Directors and Top-level executive of the company;
- Evaluated the performance of Independent Directors and the Board of the company so as to ensure proper discharge of responsibility by the Board of Directors in the best interest of the company;
- The committee identified the needs of the company for employment at different levels and making evaluation the performance and review of the Human resources and training policies of the company. The committee reviewed all required documents including a) detail organogram; b) existing published Human resource policies ;c) Job description of the leadership positions of the company. The committee also reviewed the selection, transfer or replacement and promotion criteria of all existing employees of the company. All the criteria and process are in line with the guideline of Reckitt Benckiser Group Plc;
- The committee reviewed the size and composition of the Board to have an appropriate mix of executive and independent Directors to maintain its independence and separate its functions of governance and management. The committee also reviewed the size and composition of the Top-level executives as per the requirement of the business volume of the company. The committee ensured that the Board and top-level executives are structured to make appropriate decisions, with a variety of perspectives and skills, in the best interests of the Company; and
- The committee reviewed the recruitment and removal of executive and independent directors and the top-level executives of the company as pre the criteria set by Reckitt Benckiser Group Plc. in determining qualifications for key management positions and recommend candidates upon evaluating them against the Reckitt Leadership characteristics and values. The committee procured the company's Job description and assessed the proposed candidates to ensure that the right candidate is being appointed for the right position in line with Reckitt Benckiser Group Plc's Talent Acquisition framework of Qualification, Experience, Agility, and Culture.

On Behalf of the NRC Committee

Istiaque Ahmad
Chairperson of NRC
Dated: April 30, 2026

SPEAK UP POLICY

	Do's
Do's	Speak Up to Line Manager, to a trusted Leader or to a member of the HR, Legal or Ethics & Compliance Function upon becoming aware of issues that can potentially impact the business' integrity.
Do's	Use the Speak Up Service if speaking to the above individuals has not reasonably addressed the issue or if it is inappropriate to do so.
Do's	Cooperate with the Speak Up Investigation
Do's	Know that we have zero-tolerance of retaliation towards anyone that reports a Speak Up! case or supports a Speak Up! investigation.
Do's	Keep all information related to a Speak Up case confidential.

	Don'ts
Don'ts	Speak Up in bad faith or with malicious intent.
Don'ts	Use the Speak Up! Service to report events presenting immediate threats to life or property that require urgent attention.
Don'ts	Interfere with the Speak Up investigation, offer false information, alter or destroy records.
Don'ts	Retaliate against anyone raising a Speak Up or assisting in an investigation.

PURPOSE

At the center of our Compass is our commitment to Do The Right Thing, Always. We recognize that, despite this commitment, instances of misconduct may occur. We encourage to speak up as soon as an activity that may pose a risk to the company's reputation has been observed, suspected or misconducted. The quicker it is reported, the quicker we can take corrective action. All actions are taken seriously, investigated appropriately and acted upon where necessary.

SCOPE OF POLICY

This policy is applicable to is

- Employees
- Contractors and sub-contractors
- Third parties

Examples of matters to be raised under this policy include:

- Financial malpractice, impropriety or fraud.
- Dangers to health and safety or the environment
- Conflicts of interest
- Criminal or illegal activity such as money laundering, violation of sanction laws, breaches of competition law, bribery and insider trading
- Human rights violations
- Discrimination, harassment or sexual harassment
- Deliberate concealment of any violations, such as those listed above
- Retaliation against anyone speaking up in good faith or assisting in an investigation.

This policy discourages reporting:

- Events that present an immediate threat to life or property.
- Grievances in relation to terms of employment or personal disputes

HOW TO SPEAK UP

There are several ways to raise concerns of misconduct in good faith. Good faith means that someone reasonably believes or suspects that there has been, or will be, a breach of our Code of Conduct, our Corporate Policies or law.

1. Generally, the first person to approach when raising a concern is the line manager, who may be able to address the concern or engage the appropriate individual or team who can
2. If approaching the line manager is inappropriate, for whatever reason, then a trusted leader or member of the HR, Legal or Ethics and Compliance Function can be approached
3. **Speak Up! Service** , an online platform can be used to raise a confidential report or by calling the telephone hotline.

While speaking Up, we encourage to provide as much detail as possible about the nature of concern. As a matter of principle, identity and details of concern of the whistleblower will be kept confidential.

PROTECTION FOR SPEAKING UP IN GOOD FAITH

We value the help of those who report concerns in good faith. Retaliation (both direct or indirect) for speaking up or cooperating in the investigation of a Speak Up! report, is not tolerated and will lead to disciplinary action.

CERTIFICATE FROM BAPLC

BANGLADESH ASSOCIATION OF PUBLICLY LISTED COMPANIES

Renewed Certificate

This is to certify that

RECKITT BENCKISER (BANGLADESH) PLC.

is an Ordinary Member of Bangladesh Association of Publicly Listed Companies and is entitled to all the rights and privileges appertaining thereto.

This certificate remains current until 31st December, 2026

Ref. No: CM-2026/163

Date of Issue : March 31, 2026

BAPLC

Secretary General

INTERNAL CONTROL AND RISK MANAGEMENT

This Chapter Includes

- Management Assurance on the Internal Control of the Organisation
- Risk Management Framework
- Risk Management Process
- Risk Mitigation Methodology
- Principal Risk & Uncertainties and Mitigation Strategies
- Internal Controls of the Organisation & Internal Control Structure Components

MANAGEMENT ASSURANCE ON THE INTERNAL CONTROLS OF THE ORGANIZATION

Internal controls are the process for assuring Reckitt Benckiser (Bangladesh) PLC's objectives with regards to operational effectiveness and efficiency, reliable financial reporting and compliance with laws, regulations, and policies.

The financial control framework at Reckitt provides a minimum set of controls applicable to all entities to address the most critical financial reporting risks.

Although compliance with the internal control framework is required by all entities, the scope of the framework will vary depending on whether the business is in or out of scope.

The financial control framework:

- Defines the minimum set of controls required to be in place.
- Provides guidance on control operation and detailed control attributes.
- Drives simplification and standardization, making control compliance easier.
- Adaptable for local market distinctions
- Provides one framework for all to adhere to

This control handbook provides key information from the Reckitt Financial Control Framework including guidance risks and applicable controls.

A financial forecast covering a five-year period was prepared (the base case). This period was selected as it is the period covered in Reckitt Benckiser (Bangladesh) PLC 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 financial forecast is based on several key assumptions aligned to the company's growth strategy, planned capital spending and capital allocation policy. The assessment of viability considers the company'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 company 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 crystallization of the company's principal risks. Principal risks have the potential to create adverse circumstances for Reckitt Benckiser (Bangladesh) PLC and can occur individually or in combination with each other. The assessment of viability considered the implications of crystallization 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) Crystallization of principal risks deemed to have the most relevant potential impact on viability; and

II) Crystallization of all principal risks and the impact of adverse movements in foreign exchange and interest rates.

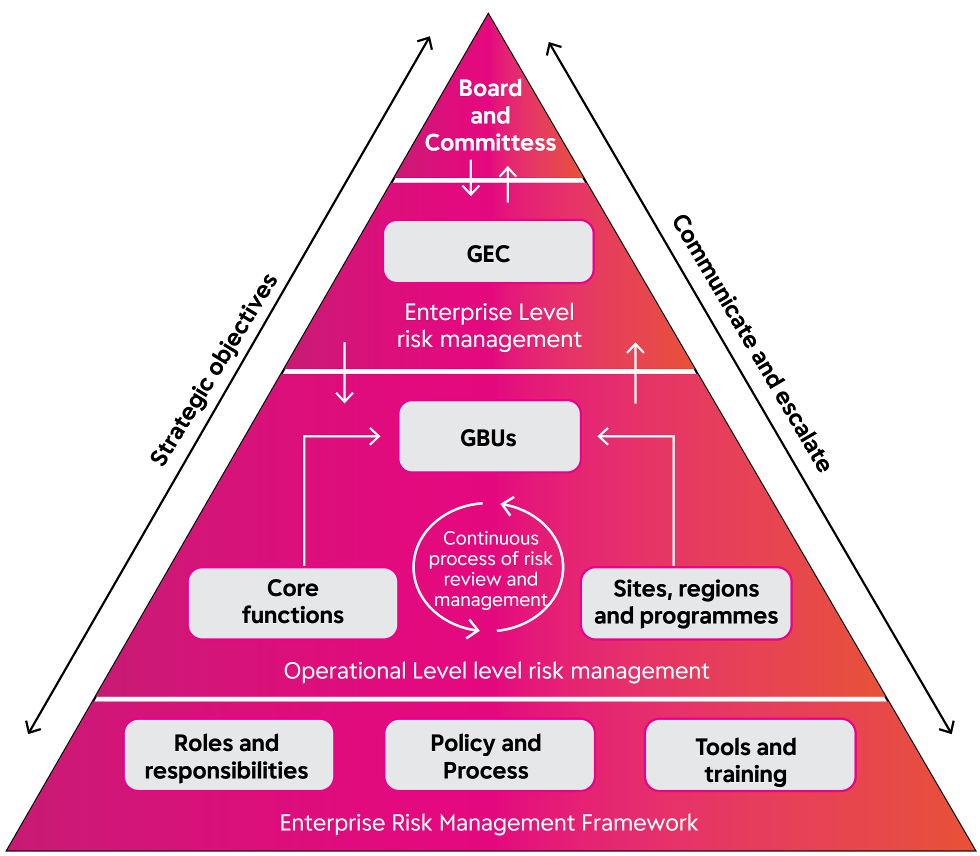
The principal risks that were evaluated also include the failure to address existing and emerging environmental, social and governance (ESG) and sustainability risks and the changing societal and stakeholder expectations of businesses in addressing these.

The Board has also considered the potential impact of changes to environmental factors which may affect the business model and performance in the future. The analysis indicated that even with unexpected events occurring immediately and in combination, Reckitt Benckiser (Bangladesh) PLC 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 Benckiser (Bangladesh) PLC 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. Based on 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 Reckitt Benckiser (Bangladesh) PLC is well-positioned to manage its principal risks successfully. The Board's belief is based on consideration of the historic resilience of Reckitt Benckiser (Bangladesh) PLC and has taken account of its current position and prospects, the actions taken to manage the 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.

STAKEHOLDERS ENGAGEMENT



CONCLUSION

As a result of the Viability Review, the Board has a reasonable expectation that Reckitt Benckiser (Bangladesh) PLC will be able to continue in operation and meet its liabilities.

RISK MANAGEMENT FRAMEWORK

Internal controls over financial reporting are underpinned by the three lines of defense model which provides structure to risk management and internal controls at Reckitt Benckiser (Bangladesh) PLC.

1st Line of Defense

- Day-to-day ownership and management of risks and controls
- Responsible for the implementation and development of control and risk management processes

2nd Line of Defense

- Ensures that controls and risk management processes of the first line are working as intended
- Establishes policy and frameworks and provides support, monitoring and challenge on risk and compliance-related activities

3rd Line of Defense

- Regular, independent monitoring and assessment of the appropriateness and effectiveness of the governance, control and risk management process

RISK MANAGEMENT PROCESS

The risk management process is carried out through four key stages: Identification, Assessment and Evaluation, Management, and Monitoring, as illustrated below.

RISK IDENTIFICATION

1. Risk Identification

The first stage focuses on identifying potential events or conditions that may adversely affect the achievement of business objectives, including missed opportunities. This stage involves understanding organizational strategies and objectives, recognizing stakeholder expectations, and analyzing the broader business environment.
The risk identification process covers the following elements:

- Name of the risk
- Description of the risk
- Objectives associated with the risk
- Key drivers (causes) and potential impacts (consequences)
- Time horizon of the risk

Risk Assessment and Evaluation

2. Risk Assessment and Evaluation

In the second stage, identified risks are assessed and evaluated to determine their potential impact on business strategies and objectives, as well as the likelihood of occurrence. Impact is measured using Low, Medium, and High thresholds, while likelihood is categorized as Unlikely, Possible, or Probable.This evaluation helps prioritize risks based on their significance and provides stakeholders with a clearer understanding of overall risk exposure. The following information is documented during this stage:

- Risk owner and responsible risk manager
- Impact level
- Likelihood (probability)
- Overall risk rating
- Risk trend

Risk Management

3. Risk Management

At this stage, existing controls and mitigation measures are reviewed to manage the identified risks effectively. Where necessary, additional actions are proposed to reduce potential negative impacts and enhance opportunities. All proposed actions are subject to approval by the Leadership Team to ensure that critical risks are addressed with appropriate response strategies.

This stage includes:

- Risk mitigation actions and responses
- Evaluation of the effectiveness of the proposed controls and actions

Risk Monitoring

4. Risk Monitoring

The final stage involves continuous monitoring of risks to ensure that mitigation measures remain effective over time. This includes regular reviews to confirm whether agreed actions are being implemented according to plan and within defined timelines.

This stage includes:

- Overall risk status
- Updates on additional actions
- Risk validation and review

RISK MITIGATION METHODOLOGY

A structured risk management framework ensures effective identification, assessment, and mitigation of risks. This framework is supported by defined governance practices, documented policies and procedures, and oversight mechanisms. Risk management activities are continuously monitored and reviewed to ensure risks across all functions are appropriately managed.

The following five risk response strategies are applied based on the nature, severity, and likelihood of identified risks

1. Risk Avoidance

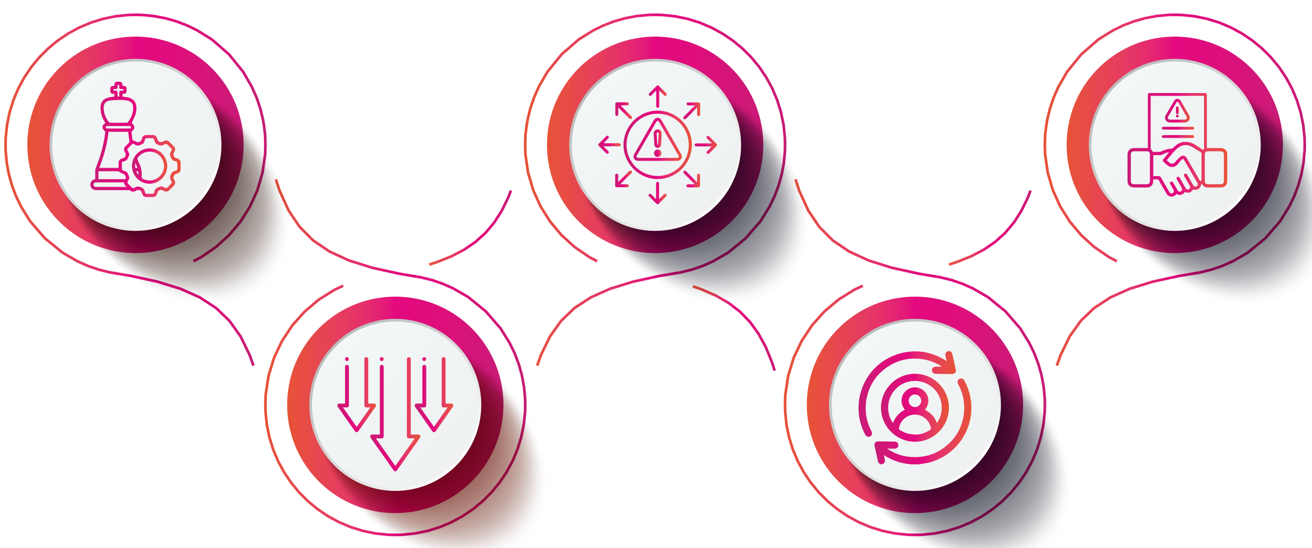
Risk is avoided by deciding not to undertake certain activities or by eliminating actions that could give rise to the risk. This approach is applied when the potential impact is significant and cannot be effectively mitigated.

3. Risk Transfer

Risk exposure is shared or transferred to external parties through appropriate arrangements such as insurance coverage, outsourcing agreements, or contractual risk sharing mechanisms. This approach helps reduce the financial or operational impact of potential risks.

5. Risk Acceptance

Risk is accepted when it falls within the defined risk appetite and does not require additional mitigation actions. These risks are monitored to ensure they remain manageable and aligned with strategic objectives.



2. Risk Reduction

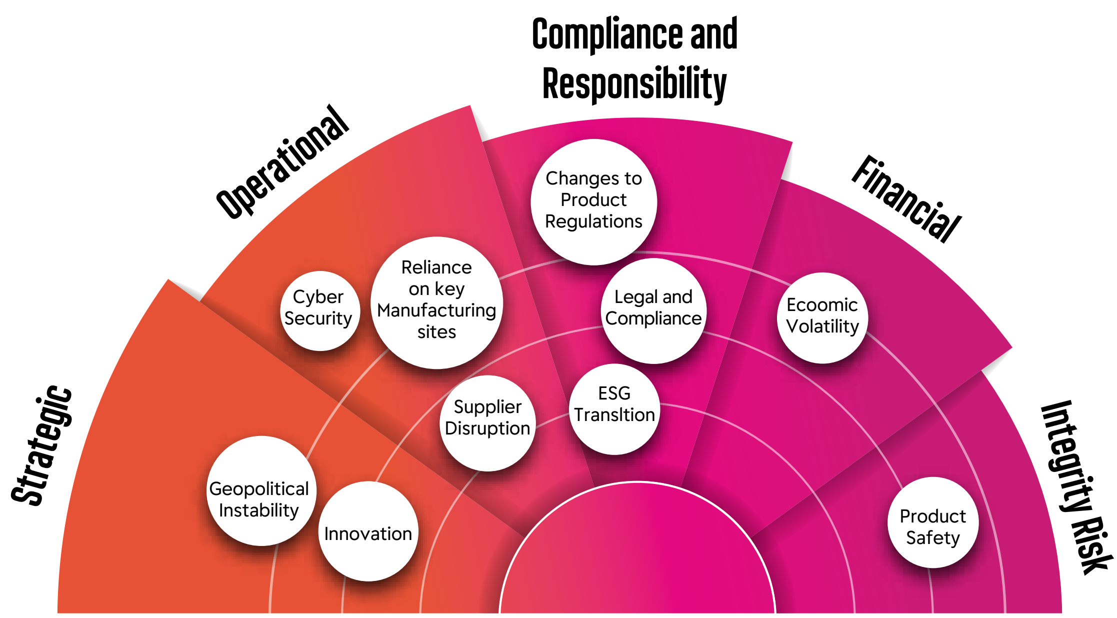
Risk reduction focuses on implementing controls, systems, process improvements, and monitoring mechanisms to reduce either the likelihood of occurrence or the potential impact of the risk. This includes preventive and corrective actions supported by governance and oversight.

4. Risk Retention

Risk is retained when it is consciously accepted based on cost-benefit considerations, or when the risk is inherent to business operations and cannot be economically transferred or mitigated. Retained risks continue to be monitored regularly. within defined timelines.

This risk response approach ensures that risks are managed in a timely and effective manner, supporting operational resilience, financial stability, and the achievement of strategic objectives.

PRINCIPAL RISK AND UNCERTAINTIES & MITIGATION STRATEGIES



In the ever-changing business landscape, Reckitt Benckiser (Bangladesh) PLC faces principal risks and uncertainties that require vigilant management. From regulatory shifts to supply chain disruptions, these challenges threaten the company's operations and financial performance.

However, through proactive risk mitigation strategies, the company navigates these uncertainties while ensuring compliance with previous year's risk status, demonstrating its commitment to sustained resilience and stakeholder protection. The principal risks and uncertainties faced by the organization has been listed below-

RISK WE FACE & MITIGATION STRATEGIES

Cyber Security

A cyber security incident that could compromise the confidentiality, integrity and availability of critical IT systems, and the data held on them, within our own network or that of a third party. Such an attack could impact our ability to manufacture and/or move products, resulting in a material impact on our market value and reputation.

This risk is heightened as we become a more digitally enabled and data-driven Company with greater connectivity and mandatory internal and external compliance obligations to protect our customers, suppliers, consumers, and critical business processes.

Mitigation Strategy

- During the year, we have seen cyber threats continue to rise. In response, we have continued to strengthen our governance and controls through the Cyber Security program. This has included a campaign to raise awareness of cyber security across the organization and ensure business-critical systems are supported by disaster recovery plans.
- We have launched a multi-year program to strengthen security and resilience across our factories, including against cyber threats.

Risk Trend: **Increasing**

Risk Classification: **Operational**

Changes to Product Regulations

Failure to identify, assess and proactively respond to new or changing regulations or emerging detection methodologies impacting our products could result in increased regulatory scrutiny, costly product reformulations or product recalls, potential litigation, and the license to sell a product being removed

Mitigation Strategy

- We have consolidated our Regulatory Operating model to reduce complexity.
- We continue to strengthen our claims substantiation and have put in place long-term initiatives to establish corporate data standards and oversight to improve our data quality and availability.

Risk Trend: **Increasing**

Risk Classification: **Compliance and responsibility**

Legal and Compliance

We operate in multiple jurisdictions which creates a complex regulatory environment. A serious violation of competition, anti-corruption, human rights or data protection legislation or economic sanctions within our operations or our supply chain could result in significant fines, penalties, and reputational damage.

Several products are manufactured and sold in litigious jurisdictions, which increases the risk for potential class action and mass tort litigation that could result in significant legal or settlement costs and reputational damage.

Mitigation Strategy

- Our Code of Conduct has been updated and is supported with a refreshed code of conduct and 'Speak Up' training.
- We continue to evolve our Ethics and Compliance program, including additional metrics to support the ongoing monitoring of key compliance risks.
- Our Legal and Compliance team has been working closely with our Sustainability team to ensure that evolving ESG regulations are fully understood and to support the management of ESG Transition risk.

Risk Trend: **Increasing**

Risk Classification: **Compliance and responsibility**

Supplier Disruption

Over-reliance on a limited number of suppliers, geographic concentration, or an excessive dependence on specific routes, sub-suppliers or technologies could render our supply chain vulnerable to disruption.

Our business is dependent on a significant number of sole- and single-source suppliers for critical raw and packing materials.

Mitigation Strategy

- We have continued to de-risk our sourcing of critical materials through the qualification of alternative suppliers and have reduced the total value of single-sourced spendings.
- We have started mapping our suppliers further up the value chain to identify any potential geographic concentration risk.
- Our procurement teams are working more closely with our R&D teams to ensure supplier resilience is built into the early stages of new product development.

Risk Trend: **No Change**

Risk Classification: **Operational**

Geopolitical Instability

Geopolitical events, including threats of conflict, trade wars, economic sanctions, and political polarization, could disrupt our operations. Our presence in unstable regions and countries further increases this risk.

Mitigation Strategy

- The GEC provides ongoing oversight over the management of the company's geopolitical risk profile. We continue to diversify our supply chain through regionalization and onshoring to mitigate any regional instability.
- Ad hoc horizon scanning, and scenario planning activities are undertaken by the GEC and in-country management teams.

Risk Trend: **Increasing**

Risk Classification: **Strategic**

ESG Transition

Changes in the regulatory environment and shifting stakeholder expectations emerging from the transition to a more sustainable, net zero economy could create significant uncertainty for Reckitt Benckiser (Bangladesh) PLC. There is a risk that we fail to deliver our ESG program or deliver against our sustainability ambitions.

Mitigation Strategy

- We continue to reduce energy consumption, water consumption and waste management to meet the sustainability objectives.
- Ongoing programmes of supplier auditing and development to ensure compliance with human rights, labor standards and sustainable sourcing.

Risk Trend: **No Change**

Risk Classification: **Compliance and responsibility**

Product Safety

Across our broad consumer-facing portfolio, many of our products are ingested, have direct skin contact, are consumed by a varied range of demographics and vulnerable populations, and can contain corrosive/flammable chemicals. Failure to prevent, identify or respond to a product quality and/or safety issue may result in potential consumer harm or death, financial settlements (product liability claims), costly recalls and reputational damage.

Mitigation Strategy

- We have deployed our global quality management system (Quality One) to support better control of, and visibility into, product quality and safety processes.
- A cross-functional Quality, Regulatory and Safety (QRS) team has been created to enhance Reckitt's compliance program.

Risk Trend: **No Change**

Risk Classification: **Integrity Risk**

Innovation

Our continued growth and success depend on the relevance of our brands to consumers and our ability to innovate. Failure to effectively innovate, launch and market new products could lead to adverse financial performance and loss of market share.

Mitigation Strategy

- To ensure we are identifying and responding to changing consumer needs, we continued to make investments in our science platforms to create superior, longer-term, and differentiated products, strengthen our claims and lead with consumer-relevant solutions.
- We have enhanced our external partnership capability to drive co-creation of innovation through greater external orientation in key areas like sustainability.

Risk Trend: **No Change**

Risk Classification: **Strategic**

Reliance on Key Manufacturing Sites

We are heavily reliant on a few key manufacturing sites to produce our products. An unexpected shutdown at one of these sites or a sustained increase in demand could lead to a significant interruption to the production of a specific component or product.

Mitigation Strategy

- Short and medium-term strategies are being implemented to build redundancy into our manufacturing network. These include investment in line capacity, refocusing of manufacturing operations and dual sourcing for critical brands.
- We have deployed the Reckitt Production System across all our manufacturing sites to drive sustainable manufacturing performance.
- We continue to closely monitor the external environment and develop business continuity plans to minimize the impact of any disruption.

Risk Trend: **No Change**

Risk Classification: **Operational**

Economic Volatility

Adverse economic conditions, together with high levels of volatility and unpredictability in the macroeconomic environment, could impact our ability to deliver consistent and predictable growth.

Mitigation Strategy

- We launched our Planning and Forecasting programme as part of our Finance for the Future Transformation programme. The programme aims to mitigate against unpredictability in the external environment and improve the accuracy of planning and forecasting activities.

Risk Trend: **No Change**

Risk Classification: **Financial**

INTERNAL CONTROLS OF THE ORGANIZATION AND INTERNAL CONTROL STRUCTURE COMPONENTS

The internal controls and control structure components are presented below:

STP

Source to Pay: covers the process of contracting with suppliers for goods and services, confirming delivery of goods and performance of services, and payment of supplier invoices

RTR

Record to Report: is the process of collecting, processing and delivering relevant, timely and accurate financial information.

OTC

Order to Cash: covers receiving and processing customer orders, customer data management, sales orders, trade spend management, billing and cash allocation.

HRP

HR and Payroll: covers the end to end process of hire to retire for employees, employee data management, payroll and benefits.

INV

Inventory: covers the management of stock including damaged and rejected goods, inventory adjustments and quality management.

SUSTAINABILITY REPORTING

This Chapter Includes

LEADERSHIP MESSAGE ON SUSTAINABILITY - CHAIRPERSON

In an increasingly complex global environment, sustainability has become a critical priority for businesses worldwide. Challenges such as climate change, resource constraints, and social inequality further underline the need for responsible and forward-looking actions.

At Reckitt Benckiser (Bangladesh) PLC, sustainability is embedded in our business strategy and decision-making processes. Our commitment extends beyond regulatory compliance and reflects our core values and long-term responsibility to our stakeholders, the environment, and future generations. Through transparent sustainability reporting, we aim to clearly communicate our progress, address challenges, and demonstrate our ongoing efforts to integrate sustainable practices throughout our operations.

Our sustainability initiatives are focused on three areas: purpose led brands, enabling a healthier planet and contributing to a fairer society. Looking back at 2025, we continued implementing energy saving projects such as installing solar panels, water conservation projects and Environment Behavioral Safety Observation (E-BSO) program, along with initiatives like introducing Eid health and hygiene packages to underprivileged school children, distributing health cards as well as Eid packages for underprivileged sanitation workers, and comic books among many others.

Across the organization, our global cross functional teams contribute by proposing initiatives and participating in actions aimed at improving operational efficiency, reducing costs, and minimizing our environmental impact. This culture of empowerment and collaboration plays a key role in advancing our sustainability objectives and strengthening overall business performance.

As we operate in a dynamic and evolving environment, our commitment to sustainability remains unwavering. We believe that responsible and sustainable practices are essential not only for protecting the environment but also for ensuring the long term success and resilience of our business. Together, we are committed to contributing to a more sustainable, inclusive, and resilient future.

Thank you for your continued support as we embark on this vital journey towards sustainability.

Asha G

Asha Gopalakrishnan
Chairperson

LEADERSHIP MESSAGE ON SUSTAINABILITY - MANAGING DIRECTOR

Amid the geopolitical tensions, soaring inflationary pressures and economic downturn, Reckitt Benckiser (Bangladesh) PLC continued to focus on sustainable business practices with a view to sustainably generate wealth for its stakeholders in an ethical manner. In 2025, we continued to face significant environmental challenges including increased global temperatures, historic wildfires, increases in sea levels, deforestation, water scarcity, which caused devastation and disruption across the globe. Bangladesh continues to remain one of the top few countries exposed to the risk from climate disaster. We continued to face significant climaterelated challenges, including recurrent flooding, increasing heatwaves, rising salinity intrusion, and prolonged pressure on coastal and riverine communities during the year. These environmental stresses heightened risks to health, livelihoods, and infrastructure, reinforcing the urgent need for resilient, resourceefficient, and sustainable business practices across the country.

Our Sustainability initiatives support our Purpose to protect, heal and nurture in the relentless pursuit of a cleaner, healthier world. Embedding sustainability across our business and throughout our value chain is a strategic imperative. Our sustainability initiatives are focused on three pillars of activity: innovating Purpose-led brands, enabling a Healthier Planet and contributing to a Fairer Society. Our approach aims to create an impact on society and impact on our business.

At Reckitt Benckiser (Bangladesh) PLC, our sustainability initiatives are strategically aligned with the Sustainable Development Goals (SDG) set forth by the United Nations. By focusing on these shared goals, we aim to create lasting impact and ensure that our operations benefit both our stakeholders and the communities we serve.

I am pleased to share Reckitt Benckiser (Bangladesh) PLC's Sustainability Report for 2025 which details its sustainability efforts throughout the year. It also provides a view of our future ambitions. This report outlines how we are addressing some of the most pressing issues of our time, such as climate change, energy consumption and human rights.

PURPOSE-LED BRANDS

Our brand portfolio helps solve everyday problems. We are committed to ensuring sustainability is front and center of our brands' purpose and product innovation whilst maintaining superior efficacy. Our impactful brand initiatives aimed at improving public health and hygiene practices in the country include:

- **Hygiene Partner in the National Book Fair**: Dettol and Harpic is the Hygiene partner in the National Book Fair 2025 ensuring health and hygiene for the bookworms and imparting crucial hygiene knowledge to children. About 36,040 children were educated on basic hand hygiene and toilet hygiene through interactive sessions

- **Hygiene Curriculum**: Over 250,000 students across 500 schools were given hygiene education in a 3-month long classroom based program.
- **Dettol Hygiene Curriculum Digital:** We have introduced an online platform where more than 72,000 children have signed up, and it is teaching them Hygiene best practices.
- **Dettol Haat Activation- Building Model Haat Campaign**: We installed handwashing stations and ensured access to safe drinking water and set up protection zones to ensure hygiene and cleanliness at various Haats of Dhaka City.
- **Veet Confidence Academy:** Our brand "Veet" continued the platform empowering women where women come out with their success stories and inspire the world.

HEALTHIER PLANET- RESTORING NATURE

- **Waste Reduction:** investment in New 10KL/Day Wastewater Treatment Plant (WWTP), equipped with Zero Liquid Discharge (ZLD) technology contributes to reduce wastewater and its environmental impact.
- **Energy savings and GHG reduction initiatives:** We are making progress towards reduction GHG Emission and Energy consumption per Ton production.
- **Water Conservation:** Water saving projects including new technologies and infrastructural upgrades contribute to saving water usage by 0.92% up from 2024.
- **Nourishing Human asset:** Our continued E-BSO program and Environmental week celebration allow us to foster a culture of environmental awareness and accountability within our workforce.

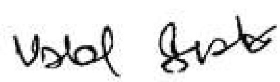
FAIRER SOCIETY- DRIVING ACCESS TO SANITATION AND HYGIENE

We are fighting for a world where access to the highest-quality hygiene, wellness and nourishment is everyone's right, and not a privilege. In 2025, Reckitt's initiatives include:

- **Iftar for Underprivileged people:** Dettol partnered with Mastul Foundation where we donated money for Iftar for underprivileged people and children.
- **Harpic's "Together in Possibility" campaign** which provides sanitation workers with a health card that allows them and their families to receive healthcare at discounted rates across 250 hospitals and one-off financial aid for accidental deaths. In 2025, we took initiatives to distribute Eid gift packages to students of Mojar School and the families of sanitation workers.
- **Lizol Mosque activation during Ramadan:** Through this campaign we cleaned 100 mosques spread across eight divisions of the country during the month of Ramadan.
- **Dettol Kurbani (Meat) Campaign:** During Kurbani Eid 2025, Dettol extended its commitment to community wellbeing by distributing sacrificial meat and Dettol products to the cleaners of Dhaka City to support their health and safety.

Looking ahead, we intend to harness new tools as they become available to further enhance our sustainability practices. Our Environmental, Social and Governance (ESG) efforts enrich and strengthen our relationships with stakeholders and boost our long-term financial performance by aligning with the values of our investors, business partners, employees, customers, and the communities.

I would like to express my deepest gratitude to our employees, partners, customers, and stakeholders for their ongoing support in helping us achieve our sustainability goals.



Vishal Gupta
Managing Director

ABOUT THIS REPORT

This Sustainability Report 2025 outlines our commitment to creating a cleaner, healthier world through responsible business practices.

Reporting frameworks

Sustainability Reporting

United Nations Sustainable Development Goals (UNSDG)

IFRS S1 & S2

GRI Sustainability Reporting Standards

The report reflects our alignment with the global priorities outlined in the United Nations Sustainable Development Goals (UNSDGs).

Reporting period

It presents environmental, social and governance (ESG) disclosures for Reckitt Benckiser (Bangladesh) PLC for the period from January 01, 2025, to December 31, 2025, which corresponds to the company's financial year.

Reporting Scope

This report includes data and activities from our operations in Bangladesh. It covers our environmental footprint, social contributions and governance practices.

Materiality assessment

This report is structured around our key Sustainable Development Goals (SDGs), which serve as a guide for our sustainability initiatives and our vision for the future.

Our materiality assessment process identifies the sustainability issues most relevant to our business and stakeholders. In 2025, We identified thirteen priority SDGs after conducting a comprehensive materiality assessment. The report also demonstrates the interconnections among our prioritized SDGs, the importance of partnerships in achieving them, and the necessity of strong governance as the basis for meaningful, lasting change.

Events after the reporting period

We have considered events after the reporting period, where relevant and applicable, to provide a more accurate and comprehensive view of sustainability performance, helping stakeholders make informed decisions.

Inherent limitations

While this sustainability report aims to provide a comprehensive overview of our efforts and achievements, it is important to acknowledge certain inherent limitations. These include challenges in data availability and quality, difficulties in measuring qualitative impacts, and the variability of sustainability issues across different regions and time periods, making it challenging to create standardized metrics that are universally applicable. Additionally, the interconnected nature of environmental, social, and economic factors, along with predictive uncertainties, can complicate our assessments. Despite these limitations, we remain committed to transparency and continuous improvement in our sustainability practices.

Comparability

Lack of universally accepted standards for sustainability reporting can lead to inconsistencies and difficulties in comparing reports across different organizations or sectors.

SUSTAINABILITY PERFORMANCE

BLOOMBERG ESG RATING

ENVIRONMENTAL INITIATIVES AND CLIMATE CHANGE

HEALTHIER PLANET- RESTORING NATURE

GREENHOUSE GAS EMISSIONS

31.44% GHG reduction compared to 2024

Our journey towards energy efficiency and sustainability includes several comprehensive approaches, outlining our progress and future initiatives:

Energy Efficiency Improvements: We continuously invest in energy-efficient technologies and processes, such as LED lighting and optimized manufacturing processes, and use of skylight during daytime operation and limit swits in air curtains to reduce energy consumption across our operations.

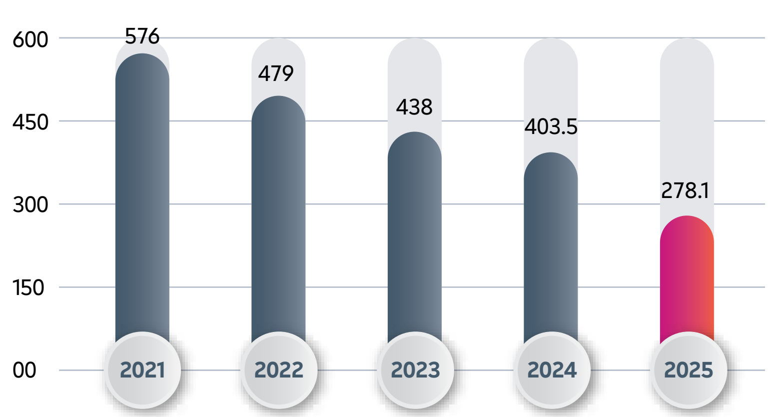
Renewable Energy Adoption: We are committed to increasing our use of renewable energy sources, such as solar power, to reduce our carbon footprint and transition towards cleaner energy solitions.

Monitoring and Optimization: Regular monitoring of energy usage allows us to identify improvement areas and optimize energy consumption, ensuring maximum efficiency and sustainability.

HVAC Optimization: By optimizing HVAC systems and maintaining efficient temperature setting, we aim to reduce energy consumption and minimize environmental impact.

Continuous Improvement: We remain dedicated to ongoing improvements in energy efficiency and sustainability, by setting ambitious targets and implementing innovative solutions that drive positive change.

Total GHG Emission (MT)



Hanging Garden

Sustainability Corner at Reckitt Chattogram Factory

The goals we focus through this are-

ENERGY CONSUMPTION AND EFFICIENCY

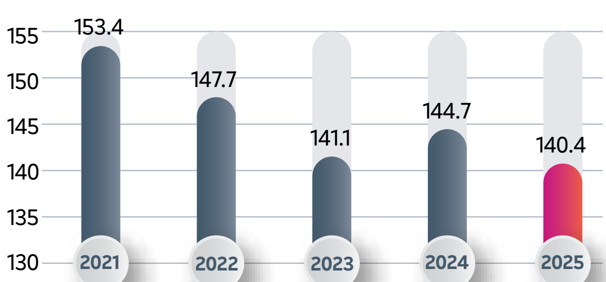
We installed 120KW On-grid Solar Panel System till 2025

Our energy monitoring and reporting system helps us continually improve how we use energy across our site. We're encouraged that we've succeeded in cutting carbon emissions directly under our control, which come mainly from our manufacturing operation. Initiatives like Improving energy efficiency, switching renewables and proper monitoring are helping towards achieving energy saving targets.

Our energy saving initiatives include -

- Automated the air curtains.
- Using Natural light to save energy.
- Closely monitoring temperature of HVAC system & Air system.
- Insulating all heating part of machine.
- Replacing new lights and equipment with energy efficient light.
- Continuous monitoring system
- Savings using limit switches
- Savings using LED light and Skylight

Energy Consumption (KWhr/Ton)

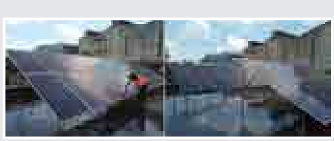


By harnessing renewable solar energy, the project aims to reduce reliance on non-renewable energy sources, thereby lowering carbon emissions and contributing to a cleaner environment. It also offers long-term financial benefits by reducing operational expenses, improving energy efficiency, and increasing energy independence. The adoption of solar energy is crucial for achieving environmental goals, enhancing energy security, and promoting the transition towards green energy solutions

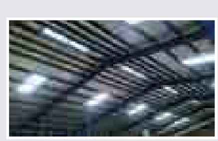
ENERGY SAVING PROJECT

The goals focus through this are

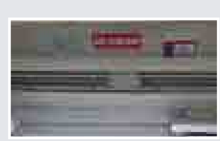
ENERGY SAVINGS & GHG REDUCTION INITIATIVE



15 KW
On Grid Solar Panel in Admin Building



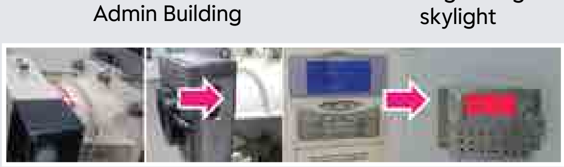
1000 KWhr/Yr
Savings using skylight



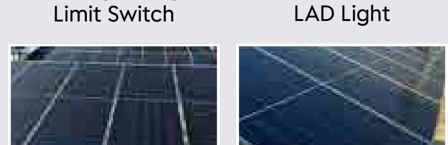
8600 KWhr/Yr
Savings using Limit Switch

23040 KWhr/Yr
Savings using LAD Light

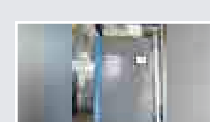
75600 KWhr/Yr
Savings from EC Blower



8600 KWhr/Yr
Savings from HVAC Energy Consumption



54 KW
on Grid Solar Panel in WWTP and DAL/DLS Solar Panel



26000KW/Yr
New Air Compressor (VFD System)

WATER STEWARDSHIP

0.92% reduction in water use compared to 2024: 30.8% reduction over 2021.

Our water conservation efforts are guided by strategic initiatives that outline both our progress and future road map:

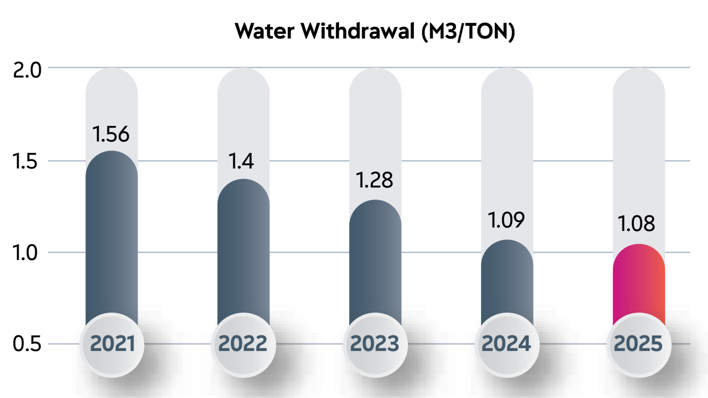
Enhancing Capability: Identifying water losses was the first critical step in making our conservation initiatives successful. By relocating underground water pipelines and installing additional water flow meters across the factory, we strengthened monitoring capabilities and improved preventive maintenance practices.

Infrastructure Enhancements: Investments in water-saving technologies and infrastructure upgrades—such as efficient CIP systems and self-closing water taps—have contributed significantly to reducing water usage.

Water Tracking: Rigorous monitoring and tracking of water consumption enable us to measure progress, identify improvement areas, and ensure compliance with sustainabllity goals and regulatory requirements.

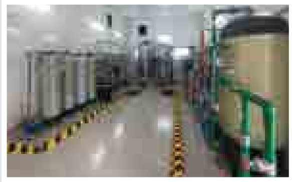
Long-Term Sustainability: Our glidepath emphasizes long term sustainability by setting ambitious water reduction targets and fostering a culture of conservation and responsible water stewardship.

Water Conservation Initiatives: We implement a range of initiatives to reduce water consumption, including reuse of RO rejection water, replacing cooling tower by auto temperature adjustable radiator, utilization of treated wastewater for curing in construction projects, and toilet flushing purposes and retaining process bulk losses.



WATER-SAVING INITIATIVES AT A GLANCE

600KL/Year
by Improved
Preventive Maintenance



9370KL/Year
by Reusing
RO Rejection Water

1000KL/Year
by Reusing ETP
Discharge Water

440KL/Year
by Efficient
CIP System

600KL/Year
by Reusing Process
Bulk losses

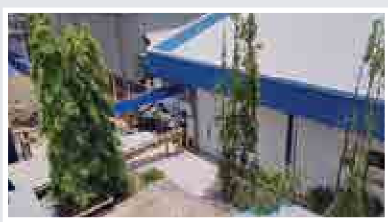
280KL/Year
by using
Self-closing Water Taps

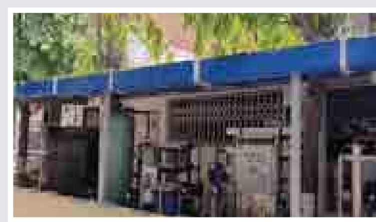
6000KL/Year
by Replacing Cooling
Tower with Temperature
Adjustable Radiator

915KL/Year
by Reusing Drinking RO Rejection Water in Office
Facilities DM Water Treatment Service Water

During the establishment of our Effiuent Treatment Plant (ETP) we Prioritized environmental conservation. Instead of cutting down existing trees, we integrated them in to thrive within the ETP Premises. These preserved trees stand as a powerful symbol of our commitment to safeguarding both people and nature.

ETP INTEGRATION WITH NATURR





The goals we focus through these are SDG 6, SDG 12, SDG 13, & SDG 14.

06 CLEAN WATER AND SANITATION

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

14 LIFE BELLOW WATER

WASTE MANAGEMENT AND CIRCULAR ECONOMY

Reduction of 38.4 Ton plastic yearly

Our waste management strategy focuses on circularity, ensuring minimal waste generation and maximum reuse or recycling. We have already achieved "Zero Wast to Landfill: and continue to work relentlessly toward a more sustainable future.

WASTE MANAGEMENT

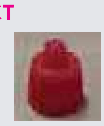
PROPER SEGREGATION AND DISPOSAL

We maintain dedicated bins for different types of waste and designated areas for scrap and hazardous waste to ensure proper segregation and efficient management. The installation of a shredder machine has helped reduce bottle and soap skillet storage volumes within the factory.

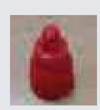
Shredding Machine for Scrap Yard

WASTE REDUCTION PROJECT

Undertake comprehensive waste reduction project like as slim cap by replacing normal cap of Harpic in Harpic Marine filler and Linear Filler. It has reduced yearly 38.4 Ton plastic volume inside factory.



Normal Cap-6 Gram

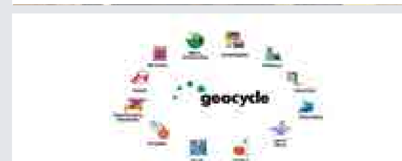


Slim Cap-4 Gram

PARTNERSHIPS AND COLLABORATION

We collaborate with partners and stakeholders to develop sustainable waste management solutions, leveraging shared expertise and resources to drive positive change.

Our Biological Waste & E-Waste are incinerated and responsibly disposed of by "Chottogram Sheba Shangstha"



We have agreement with Lafarge Holcim, which utilizes our hazardous waste in its Geo-Cycle operation to produce "Eco-Cement"

CIRCULAR ECONOMY

By embracing a circular economy approach, we focus on maximizing resource recovery and transforming waste into valuable resources that can be returned to consumers through reuse and recycling. All plastic and metal drums are sold and reused after proper cleaning. Paper, plastic, glass, metal, and canteen waste are recycled. Our ETP sludge is processed and reused as clinker material for eco-cement production. We are committed to our community, our people, and our environment. Our goal is to ensure that waste is not a hazard, but an opportunity.

To demonstrate our dedication, we have installed a Circular Economy Board within the factory premises. This visual display reflects our sustainability commitment and encourages employees and visitors to actively participate in our circularity journey.

"Circular Economy Board" - Inaugurated by Mr. David Croft, Group Head of Sustainability, Reckitt.

RESPONSIBILITIES TOWARDS SOCIETY

ENVIRONMENT WEEK CELEBRATION

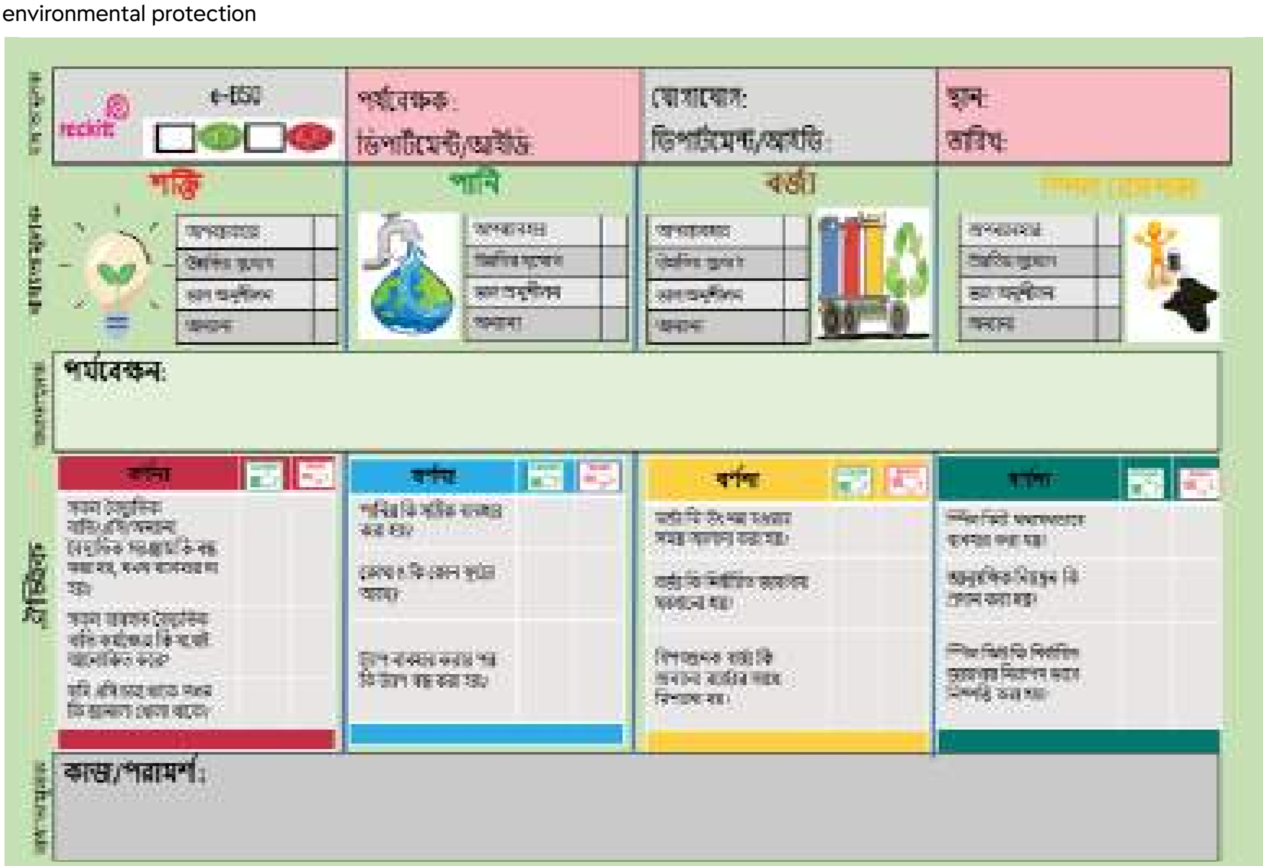
As part of our sustainable approach, this year we celebrated Environment Week with great enthusiasm.

- Distributed over 500 trees
- Conducted Environment Oath ceremony, reinforcing our commitment to environmental stewardship.
- Organized Quiz Competition to raise awareness and promote understanding of environmental issues.
- Arranged an Energy Saving Idea Generation Competition to encourage innovative solutions for energy conservation
- Conducted Spill Response Mock Drill to ensure preparedness and effective response.

E-BSO (ENVIRONMENT BEHAVIORAL SAFETY OBSERVATION)

Since 2022, we have implemented the E-BSO program in our factory as part of our environmental monitoring system. This allows any individual to report observations that impact nature – whether it's excessive energy consumption, wasteful water usage, spillage, or improper waste disposal.

The E-BSO program fosters a culture of environmental awareness and accountability within our workforce. We regularly recognize and reward exemplary E-BSO submissions, celebrating employees who actively contribute to sustainability and environmental protection



USE OF ADVANCED TECHNOLOGY AND INNOVATION

ZERO LIQUID DISCHARGE (ZLD) AT RECKITT CHITTAGONG FACTORY

Installation of a new 10KL/Day wastewater treatment plant (WWTP), equipped with zero liquid discharge (ZLD) technology, to enhance wastewater management and reduce environmental impact. Commissioning is ongoing.

Implementation Timeline

- **2007** ETP Installed
- **2010** Initial Process
- **2019-20** Major Upgradation
- **2026** ZLD Implementation

Business Needs & Background

Rising Water Dependency in Manufacturing Operations
Expansion of water-based production since 2017 significantly increased industrial wastewater volume and treatment complexity.

Increasing Environmental & Compliance Risk Exposure
Conventional treatment infrastructure faced limitations in managing future regulatory requirements and sustainable discharge expectations.

Strategic Shift Towards Closed-Loop Water Management
Zero Liquid Discharge (ZLD) initiative introduced to recover, recycle and reuse treated water within operations — eliminating liquid discharge to the environment.

ESG Impact

Environmental
Zero liquid discharge

Regulatory
Compliance with standards

Sustainability
Enhanced responsibility

Operational
Reduced water costs

Water Recovery
Reduces freshwater dependency

Governance
Strengthens ESG performance

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CERTIFICATE OF REGISTRATION

This is to certify that the management system of:

Reckitt Benckiser Group Plc

Main Site: 103-105 Bath Road,
Slough,
SL1 3UH,
United Kingdom

See appendix for additional sites and additional site scopes

has been registered by Intertek as conforming to the requirements of:

ISO 45001:2018

OHSAS 18001:2007 certified from 14 December 2018 to 26 January 2021

The management system is applicable to:

The scope of group certification covers Reckitt owned Manufacturing Supply sites listed in following appendix as well as the Slough HQ Health & Safety function that coordinates the Group Health & Safety objectives and projects.

Certificate Number:
0208402

Initial Certification Date:
14 December 2018

Date of Certification Decision:
20 March 2025

Issuing Date:
27 March 2025

Valid Until:
13 December 2027

intertek

UKAS MANAGEMENT SYSTEMS
0014

Rathin Grover
President, Business Assurance

Intertek Certification Limited, 10A Victory Park, Victory Road, Derby DE24 8ZF, United Kingdom

Intertek Certification Limited is a UKAS accredited body under schedule of accreditation no. 014.

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CERTIFICATE OF REGISTRATION

APPENDIX

This appendix identifies the locations covered by the management system of:

Reckitt Benckiser Group Plc

Reckitt Benckiser (Bangladesh) PLC. - Chittagong

58/59, Nasirabad Industrial Area, Chittagong, Bangladesh

The manufacture and distribution Reckitt Benckiser Health and Personal care products

IMPACT ON PEOPLE AND COMMUNITIES (SOCIAL OF ESG)

EMPLOYEES' PHYSICAL & MENTAL WELL-BEING PARTNER

As part of our continued commitment to fostering a healthier and more balanced work environment, we introduced a month-long Health & Wellness Drive that integrated both physical fitness and mental well-being into the start of each work week. Throughout the month, dedicated wellness sessions were held every Sunday, ensuring that employees began their week with renewed focus, movement, and mindfulness.

The program featured a curated mix of activities aimed at promoting holistic well-being. Employees participated in desk yoga designed to counteract the effects of prolonged sitting, alongside high-energy fitness activities such as Zumba to encourage physical vitality and engagement. These physical sessions were complemented by interactive discussions on mental well-being and an informative session on nutrition, providing employees with practical strategies to support healthier lifestyle choices and build long-term resilience.

This initiative represented more than a sequence of wellness events; it marked a deliberate shift toward embedding well-being into the fabric of our organizational culture. By allocating structured time within the workweek for health-focused activities, we reinforced the message that employee well-being is a core priority rather than a secondary consideration.

The strong participation and enthusiasm observed throughout the campaign underscored the effectiveness of this approach. Employees actively engaged in the sessions, demonstrating a genuine interest in adopting healthier habits and supporting one another in the process. Their responsiveness played a significant role in the program's success and has set a positive foundation for future wellness initiatives.

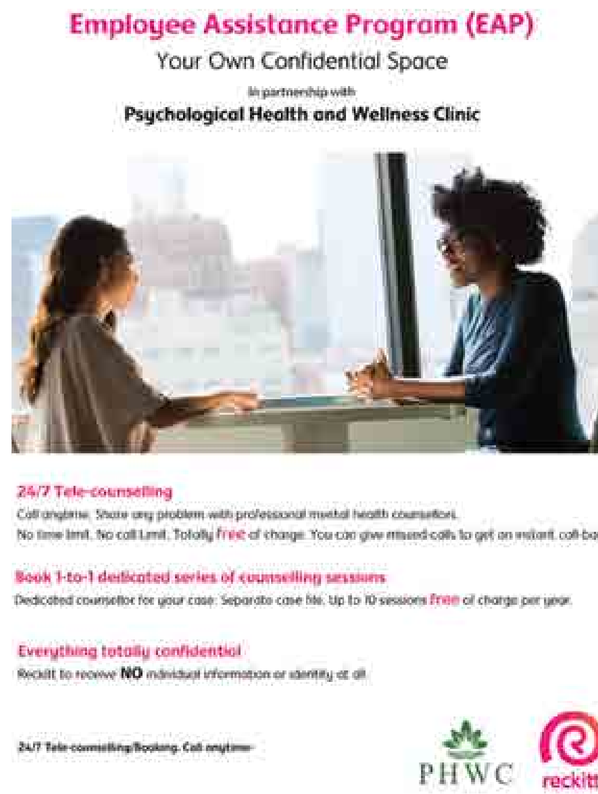
We look forward to continuing this momentum in the coming year, with a focus on further integrating wellness practices into our workplace and enhancing the overall employee experience.

We continue to place strong emphasis on supporting the mental well-being of our employees, recognizing that psychological resilience is essential to sustained performance, engagement, and overall quality of life. In line with this commitment, we maintained our comprehensive Employee Assistance Program (EAP), delivered in partnership with the Psychological Health and Wellness Clinic (PHWC). This program reflects our holistic approach to employee care, offering confidential, professional support to address a wide range of personal and work-related challenges.

Importantly, the scope of the EAP extends beyond our employees to include their immediate family members. By making these services accessible to spouses and children, we ensure that the well-being of the broader family unit is supported, acknowledging the integral role family stability plays in an employee's overall wellness and productivity.

During the year, we strengthened our focus on mental health by organizing a series of targeted awareness and support sessions for employees. This included one in-person session and three virtual sessions, each designed to equip employees with practical tools to manage stress, improve emotional resilience, and prioritize their psychological well-being.

In addition to these structured programs, employees continued to benefit from uninterrupted access to 24/7/365 tele-counseling services provided through our partnership with the Psychological Health and Wellness Clinic (PHWC). These solution-focused counseling services support employees and their families in building confidence, enhancing emotional stability, and developing the skills required to remain self-motivated and self-reliant. The round-the-clock availability ensures that professional support is accessible whenever needed – confidentially, promptly, and with the highest level of care.



Goals focus through this are-

CELEBRATING GENDER DIVERSITY, EQUITY & INCLUSION

We remain committed to fostering an inclusive environment – one where every individual is respected, valued, and empowered to contribute meaningfully. We continue to embed inclusion into every aspect of our culture, behaviors, and ways of working. Our approach encourages open dialogue, shared learning, and equal opportunities for growth across the organization.

Women's Day and Men's Day Celebrations

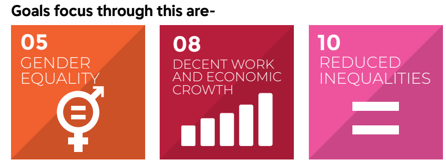
At Reckitt Bangladesh, we believe that recognizing and honoring the contributions of all employees is central to building a balanced and inclusive workplace. In this spirit, both International Women's Day and International Men's Day were commemorated with equal significance, reflecting our commitment to appreciating the diverse experiences and strengths that each employee brings.

For International Men's Day, a dedicated session on men's mental health was organized to address the unique emotional challenges often faced by men but less frequently discussed. The session provided an open, supportive platform for employees to understand mental wellbeing from a genderinclusive perspective, reinforcing our belief that psychological health is a priority for all.

Across both events, workshops and discussions focused on personal and professional growth, with members of the leadership team reinforcing our continued commitment to fairness, inclusion, and unity. These celebrations not only highlighted individual achievements but also strengthened our workforce culture by encouraging empathy, understanding, and collaboration.

Through these initiatives, we continue to build a workplace where diversity is embraced, contributions are celebrated, and all employees feel supported and valued.

Goals focus through this are-



EMPLOYEE ENGAGEMENT ACTIVITIES

Reckitt Chattogram Family Day

The Family Day for our Chattogram team was conducted as an offsite event, offering employees and their families an opportunity to step away from the routine and spend meaningful time together in a relaxed and enjoyable environment. The program featured a series of thoughtfully designed team-building activities aimed at strengthening collaboration, deepening connections, and fostering camaraderie among colleagues. In addition to these activities, families participated in various engaging and interactive programs curated to ensure that attendees of all ages enjoyed a memorable experience.

Reckitt Dhaka Corporate Office Family Day

In Dhaka, our Corporate Office hosted its Family Day celebration within the office premises, transforming the workspace into a vibrant and welcoming environment for employees and their families. A wide variety of activities were organized to ensure that both children and adults felt included and appreciated. The onsite format provided families with an opportunity to see where their loved one's work and to gain a deeper understanding of the organization that their family members contribute to every day. This helped strengthen the emotional connection between employees, their families, and the workplace.

Pahela Baishakh & Pahela Falgun Celebration

We celebrated two significant cultural occasions – Pahela Baishakh and Pahela Falgun across both our Corporate Office and Factory sites, reinforcing our commitment to honoring local traditions and fostering a vibrant, inclusive workplace culture. Employees embraced the festivities in colorful traditional attire, and the office environments were decorated to reflect the spirit of the celebrations. A range of engaging activities, including friendly competitions for employees and support staff, cultural segments, and shared moments of enjoyment with traditional food items, created a lively and spirited atmosphere. The combined celebrations captured the essence of both the Bengali New Year and the arrival of spring, bringing together elements of renewal, cultural pride, and community bonding. These initiatives strengthened team cohesion and provided an opportunity for employees to celebrate together in a meaningful and enjoyable way.




Pitha Utshob

As part of celebrating our rich cultural heritage, we organized a Pitha Utshob, bringing together employees from across the organization to enjoy a wide variety of traditional Bengali winter delicacies. The event created an atmosphere of warmth and festivity, offering colleagues the opportunity to gather, interact, and share in the flavors of the season. Through this initiative, we not only celebrated an important cultural tradition but also strengthened workplace camaraderie and enhanced our collective sense of community.

Summer Fruit Festival

To celebrate the spirit of summer and promote employee well-being, we organized Summer Fruits Festivals at both our Corporate Office and Factory locations. The events brought together colleagues in a refreshing, vibrant atmosphere where employees embraced the season's energy by dressing in colorful attire and enjoying a variety of fresh, locally sourced fruits. The celebrations offered a welcome break from daily routines, filling the workplace with lively conversations, laughter, and the delightful aromas of ripe summer produce.




To further enhance employee engagement, the festivals also featured friendly, light-hearted competitive games, adding an element of fun and camaraderie to the occasion. These activities strengthened interpersonal connections and encouraged team bonding in an informal and enjoyable setting.

Company Iftar

During the holy month of Ramadan, we organized Iftar gatherings for Reckitt Bangladesh employees across multiple sites, creating an opportunity for colleagues to come together in a spirit of reflection, gratitude, and unity. Employees from various teams participated in these events, sharing Iftar in a warm and inclusive environment.

The gatherings fostered a strong sense of community, allowing colleagues to bond beyond their daytoday interactions and strengthening interpersonal connection across the organization. The shared experience provided a meaningful moment of spiritual observance while reinforcing mutual respect and togetherness among employees.

Mehendi Festival

As part of our pre-Eid celebrations, the Reckitt Chattogram Factory organized a Mehendi Utshob for all female employees, embracing a cherished South Asian tradition that enhances the festive spirit. The event created a joyful atmosphere where employees engaged in cultural artistry and shared moments of celebration. This initiative strengthened camaraderie and added a meaningful touch to the festive season within our workplace.

CBA Election

During the year, we supported the union to organize the CBA election. The election enabled employees to freely choose their representative body, reinforcing our commitment to open dialogue and constructive employee relations. Completing this process strengthened trust, encouraged participatory engagement, and supported a stable and collaborative work environment.

May Day Celebration

We observed May Day by honoring the dedication and contributions of all our employees, particularly recognizing the efforts of our frontline and factory teams. The day provided an opportunity to acknowledge their hard work and reinforce our commitment to ensuring a supportive, safe, and value-driven workplace for everyone. We also welcomed the New CBA on that same occasion.

Goals focus through this are-

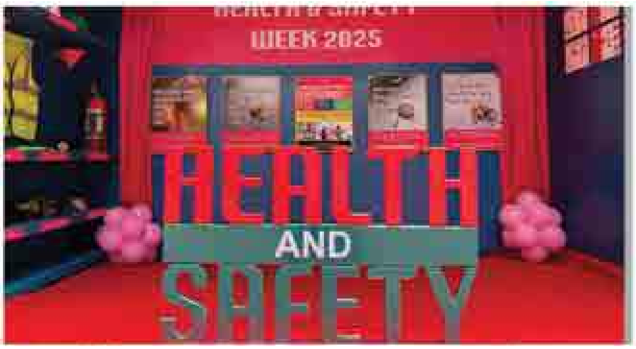
08
DECENT WORK AND ECONOMIC GROWTH

HEALTH AND SAFETY OF OUR PEOPLE

Health and Safety Week

As part of our ongoing commitment to maintaining a safe, healthy, and resilient workplace, we observed Health & Safety Week at the Reckitt Chattogram Factory. Throughout the week, employees participated in a series of awareness sessions, demonstrations, and interactive engagements designed to highlight both physical safety practices and the broader concept of holistic wellbeing.

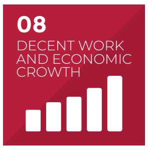
Key activities included refresher discussions on workplace safety protocols, practical demonstrations led by the EHS team, and initiatives promoting mindfulness, stress management, and overall wellness.



Annual Health Check-up

We conducted our Annual Health Check-Up program for our factory employees to proactively support employee well-being and promote early detection of health risks. The initiative provided employees with access to comprehensive medical assessments, reinforcing our commitment to fostering a healthy, safe, and productive workforce.

Goals focus through this are-



SOCIAL INITIATIVES FOR COMMUNITY WELLBEING THROUGH POWER LED BRANDS

HYGIENE PARTNER IN THE NATIONAL BOOK FAIR

The National Book Fair, a month-long celebration, holds a special place in the hearts of bookworms and the general public alike. This year also, like the past 3 years, we partnered with esteemed organizations like Bangla Academy and Bangladesh Scouts, reaffirming our dedication as hygiene partners of the campaign, primarily focused on ensuring the safety of visitors from germs and potential contagion. About 7 million bookworms graced the one-month long event and we received massive response on our initiatives, activities and stall from the visitors.

Key activities of the campaign include-

- Dettol installed strategically positioned handwash stations equipped with water supplies and an ample stock of handwash liquid soap. Visitors were actively encouraged to practice good hand hygiene as a lifelong habit.
- Harpic deployed 16 dedicated cleaners and provided sufficient cleaning materials who diligently maintained the cleanliness of the 56 restroom facilities on the campaign premises to heighten the hygiene standards in public events.
- We established a prominent booth known as the "Dettol Harpic Hygiene Curriculum", strategically designed with the primary objective of imparting crucial hygiene knowledge to children through interactive and engaging means. The stall was thoughtfully equipped with an array of educational games and activities centered around cleanliness and health.
- As part of our commitment to fostering hygiene awareness among the younger generation, we took the initiative to distribute informative hygiene books, hygiene educational materials to the children. These books were carefully selected to promote the acquisition of fundamental hygiene principles that could be readily applied in their daily lives.

Impact Created

- Around 98,600 people washed their hands with Dettol Liquid Hand Wash at the 3 handwash stations during the event
- 36,040 children were educated on basic hand hygiene and toilet hygiene through interactive sessions, comic books, hygiene curriculum books, etc. activities.
- More than 51,000 kids registered in the hygiene learning platform who visited the "Dettol Harpic Hygiene Curriculum" stall.
- Harpic's meticulous maintenance of the 56 toilets by cleaning the toilets for 2,130 times during the full campaign period.
- About 10,210 Hygiene Curriculum books and 9,956 Hygiene Curriculum Comic books were distributed among children in the Fair.

HYGIENE CURRICULUM

In Bangladesh, nearly 40% of children still lack access to proper hygiene education, which significantly impacts their health and school attendance. Many communities perceive hygiene as a luxury, but Dettol Harpic believes it is a basic human right. Recognizing that childhood is the most effective time to instill lifelong habits, Dettol Harpic launched a dedicated hygiene education initiative titled the Dettol Harpic Hygiene Curriculum. This curriculum is delivered through a specially developed book that covers essential topics such as:

- Handwashing
- Toilet hygiene
- School hygiene
- Environmental cleanliness
- Personal care

Key activities of the campaign include-

The campaign was rolled out in Gaibandha, targeting over 250,000 students across 500 schools. It is structured as a minimum 3-month classroom-based learning program, where:

- Each student receives a free hygiene curriculum book.
- Two teachers per school (totaling 1,000 teachers) are trained using a teacher's guidebook to deliver the curriculum effectively.
- A monitoring system ensures proper execution and quality control throughout the campaign.

This initiative is not just a short-term intervention—it's part of a long-term vision to reach 1 million students nationwide by 2027, addressing a critical gap in hygiene education and promoting healthier futures for children across Bangladesh.

Impact Created	
250,000 students across 500 schools received a 3-month classroom-based learning program through the initiative	






HYGIENE PARTNER AT KIDS TIME FAIR 2025

Dettol's partnership with Kids Time Fair 2025 as the Official Hygiene Partner and title sponsor was a purpose-driven initiative to strengthen preventive hygiene awareness among children and families at scale. Held from 24–26 January 2025 at Bangladesh Shishu Academy, Dhaka, the fair welcomed an estimated 25,000 families over three days, with around 10,000 children attending on the first day alone, making it one of the largest child-focused platforms in the country.

Key activities of the initiative include-

- With interactive hygiene booths, fun handwashing demonstrations, educational games, and onground engagement, Dettol encouraged children aged 3–12 years to adopt healthy hygiene habits early while reassuring parents about safety and cleanliness in a large public gathering.

- The initiative complemented the event's broader wellbeing ecosystem—alongside partner such as ToguMogu (Parenting Partner)—allowing Dettol to integrate hygiene messaging within a holistic child health narrative.

Impact Created

DETTOL HAAT ACTIVATION – BUILDING MODEL HAAT

During the Eid-ul-Adha 2025, Kurbani Haats pose significant hygiene and public-health challenges due to heavy footfall, muddy conditions, inadequate sanitation, and limited access to safe water. To address these risks and elevate the overall haat experience, Dettol partnered with Dhaka city corporations to be the official hygiene partner of 300 Feet Haat, 100 Feet Haat, and Tejgaon Haat.

Key activities of the initiative includes-

- **Dettol** established dedicated hand and feet washing stations with running water, ensuring visitors and cattle handlers could clean themselves promptly after exposure to dirt and waste.
- **Dettol Liquid Handwash** was made available at these stations to promote effective hygiene practices and reduce the risk of germ transmission.
- **Dettol** distributed garbage bags among cattle buyers to promote proper waste disposal.
- **Dettol** shared hygiene awareness leaflets to educate visitors on safe animal handling and Qurbani practices.
- **Dettol** also ensured access to **safe drinking water and set up protection zones** with first-aid services and resting areas, offering relief from heat and crowd fatigue.

Through this activation, Dettol helped create a cleaner, safer, and more dignified Kurbani Haat experience, reinforcing the brand's long-standing commitment to health, hygiene, and community care.

Impact Created

DETTOL HYGIENE CURRICULUM DIGITAL

Dettol Hygiene Curriculum Website is an interactive digital platform developed by Reckitt Bangladesh to promote hygiene education among children in an engaging and accessible way. It serves as the online extension of the Dettol School Hygiene Education Programme, enabling students to learn essential hygiene habits through structured and activity-based content. In line with Reckitt's global hygiene education efforts, the website reflects a shift toward digital and gamified learning approaches, often linked with broader initiatives like Hygiene Quest and digital curriculum tools.

Key Highlights of the Website-

- The website is designed to provide a child-friendly learning environment, where students can register, log in, and participate in curriculum-based activities under parental or teacher guidance.
- It incorporates interactive elements such as games, quizzes, and storytelling, encouraging children to learn by doing rather than through passive instruction.
- The platform also supports home-based learning, allowing parents to be involved in reinforcing hygiene habits.

Impact Created	
About 70,000 subscribers have registered on this hygiene learning website since its launch in April 2024 and it is teaching them Hygiene the best practices.	03 GOOD HEALTH & WELL-BEING 04 QUALITY EDUCATION

VEET CONFIDENCE ACADEMY

Veet Confidence Academy is a free online learning platform aimed at empowering Bangladeshi women by building confidence, skills, and knowledge. The platform offers several expert-led courses and articles covering personal confidence, health and wellbeing, career development, financial literacy, and essential life skills—at no cost. The initiative targets empowering 100,000 women by 2030, supporting their personal and professional growth through accessible and practical learning opportunities.

Impact Created	
Around 40,000 learners have enrolled in the platform and successfully completed various skill development courses.	04 QUALITY EDUCATION 10 REDUCED INEQUALITIES

SOCIAL INITIATIVES TOWARDS A FAIRER SOCIETY

IFTAR FOR UNDERPRIVILEGED PEOPLE

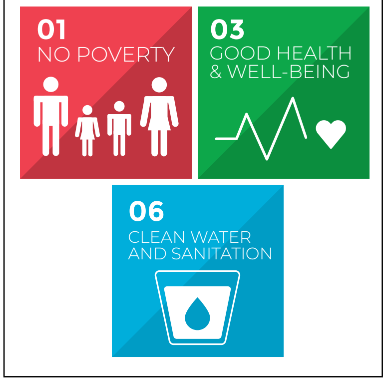
In Ramadan 2025, Dettol partnered with Mastul Foundation to deliver a purpose led humanitarian initiative titled **"Extend Your Hand of Protection"**, translating Dettol's core promise of protection into meaningful community impact.

Key activities of the initiative includes-

- Through this partnership, Dettol supported month long Iftar and Sehri meals for orphaned children and elderly residents living at Mastul Foundation's shelter home, ensuring consistent nutrition and care throughout the holy month.
- The initiative included a **special engagement event featuring shared Iftar, games, gifts, creating moments of joy, dignity, and inclusion for the residents.**

The collaboration demonstrated how Dettol's commitment to protection goes beyond hygiene solutions—extending to compassion, responsibility, and sustained support for Bangladesh's most vulnerable communities.

Impact Created



SPECIALIZED SCHOOL FOR CHILDREN WITH INTELLECTUAL AND DEVELOPMENTAL DISABILITIES

For Mother's Day 2025, Dettol reinforced its purpose led commitment to protection and social impact through a heartfelt campaign featuring Rikta Akhter Banu, a mother, nurse, and social changemaker whose personal journey led her to establish a specialized school for children with intellectual and developmental disabilities in Kurigram.

The campaign highlighted the parallel between a mother's instinct to protect and Dettol's enduring promise of safeguarding health, brought to life through a powerful online video narrating Rikta's resilience, sacrifice, and impact, as her initiative now supports nearly 300 children with special needs.

The initiative, aligned with Rikta Akhter Banu's global recognition as one of the BBC's 100 Inspiring and Influential Women, resonated strongly with audiences nationwide and exemplified Dettol's commitment to honoring motherhood while driving meaningful, community level change.

Impact Created

Dettol translated purpose into action by providing the school with a **full year's supply of hygiene and disinfectant products, along with financial support**, helping ensure a clean, safe, and nurturing learning environment.

"PORICHHONNOTAI POBITROTA" CAMPAIGN -LIZOL MOSQUE CLEANING INITIATIVE

To commemorate the significance of the holy month of Ramadan, Lizol aims to enhance the cleanliness and sanctity of mosques across Bangladesh, facilitating a favorable environment for worship and reflection.

From Lizol, we carried out month-long mosque cleaning drive, in the name of campaign "Purity in cleanliness" (পরিচ্ছন্নতায় পবিত্রতা - Porichhonotai Pobitrota) in preparation for the holy month of Ramadan.

In collaboration with local community members, volunteers and religious leaders, Lizol cleaned 100 mosques across Bangladesh, distributing efforts evenly across the nation's divisions. The campaign encompassed 70 mosques spread across the divisions of Chittagong, Khulna, Barisal, Sylhet, Mymensingh, Rajshahi, and Rangpur. Additionally, Lizol extended its efforts to 30 mosques within the capital city of Dhaka.

Impact Created	
100 Mosques, across 8 divisions were cleaned throughout the whole month of Ramadan.	03 GOOD HEALTH & WELL-BEING

HARPIC "TOGETHER IN POSSIBILITY" CAMPAIGN

BRINGING JOY AND HYGIENE AWARENESS TO MOJAR SCHOOL – A HARPIC EID INITIATIVE

On June 3, 2025, the Harpic team had the heartfelt privilege of spending a memorable day with the students of মজার ইশকুল: Mojar School, turning an ordinary day into an early celebration of Eid filled with love, laughter, and learning.

Key activities of the initiative include-

- Harpic decorated the school with colorful balloons, bringing festive cheer to the campus. Each student received a cap and badge, adding to the excitement and spirit of the occasion.
- We distributed Eid gift packages to every child. Each package includes food, hygiene and stationery items.

These thoughtful essentials were curated to ensure the children and their families could celebrate Eid with dignity, joy, and care.

HARPIC HEALTH CARD

Harpic, in collaboration with Sajida Foundation, has continued the initiative to support the sanitation workers of Dhaka City, whose work is both hazardous and under-resourced.

Key activities of the initiative include-

- Distribution of health cards to sanitation workers that allows them and their families to receive healthcare at discounted rates across 250 hospitals.
- This health card also includes a one-time financial benefit of BDT 30,000 in the unfortunate event of a worker's death, with no additional cost to the worker.
- Harpic has also developed a "Dipu Tushi Hygiene Ovijan" book focused on personal and community hygiene. This book, tailored for the children of sanitation workers, introduces fundamental hygiene practices in an engaging way.
- Harpic also distributed hygiene products for the families of sanitation workers.

"EID HEALTH & HYGIENE PACKAGE DISTRIBUTION" CAMPAIGN

As part of Harpic's ongoing purpose-driven commitment to "Together with Possibilities," we identified one of the most underserved groups in our society—sanitation worker families—who play a crucial role in maintaining hygiene and public health yet often remain invisible and unsupported. The objective of this initiative was to:

- Provide essential hygiene and food support to marginalized families during Eid
- Reinforce Harpic's brand purpose by creating tangible social impact
- Build dignity and inclusion through meaningful action

Key activities of the initiative include-

In collaboration with SAJIDA Foundation, we successfully implemented the "Eid Health & Hygiene Package Distribution" campaign. This was executed across multiple program communities, targeting the families of sanitation workers and other underserved groups. Each package contained:

- **Food items:** Polao rice, oil, sugar, semai, powdered milk
- **Hygiene products:** Harpic Liquid Toilet Cleaner, Harpic Powder Soap
- **Eid gifts & essentials:** Stationery, snacks

Impact Created

- 600 Eid Health & Hygiene Packages distributed to underserved families
- Directly reached approximately 2,500 people across our program

DETTOL KURBANI (MEAT) CAMPAIGN

During Kurbani Eid 2025, Dettol extended its commitment to community wellbeing by standing beside the frontline heroes of the city—Dhaka City Corporation's cleaners.

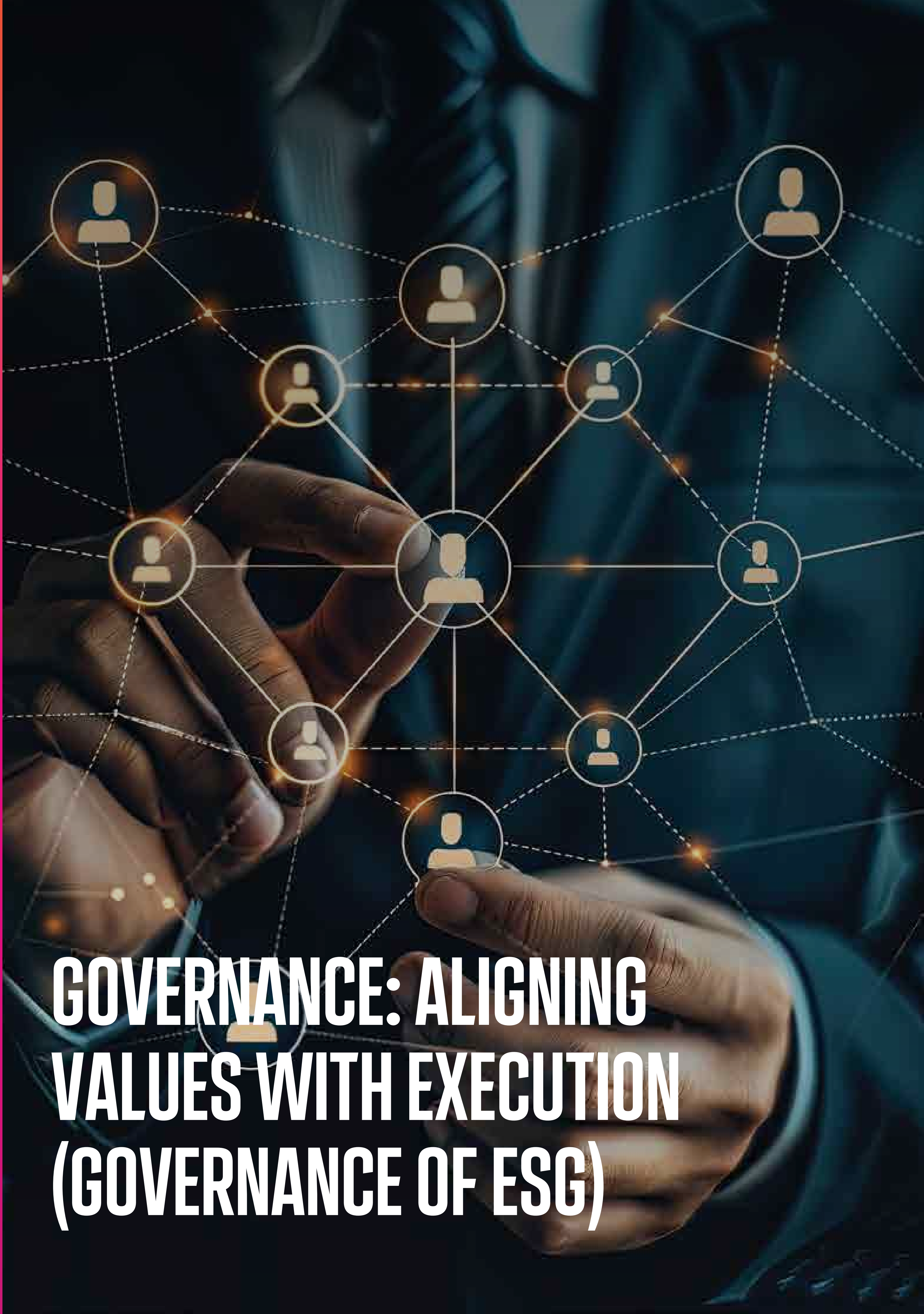
Key activities of the initiative includes-

Under the campaign “ত্যাগের মহিমায় ডেটল সুরক্ষা”, Dettol distributed sacrificial meat and provided Dettol products to city cleaners to support their health and safety during this demanding period.

Working tirelessly day and night to keep the city clean during Eid, these cleaners embody the true spirit of sacrifice. Through this initiative, Dettol honored their dedication while reinforcing its promise to protect health and hygiene for those who protect the nation every day.

Impact Created

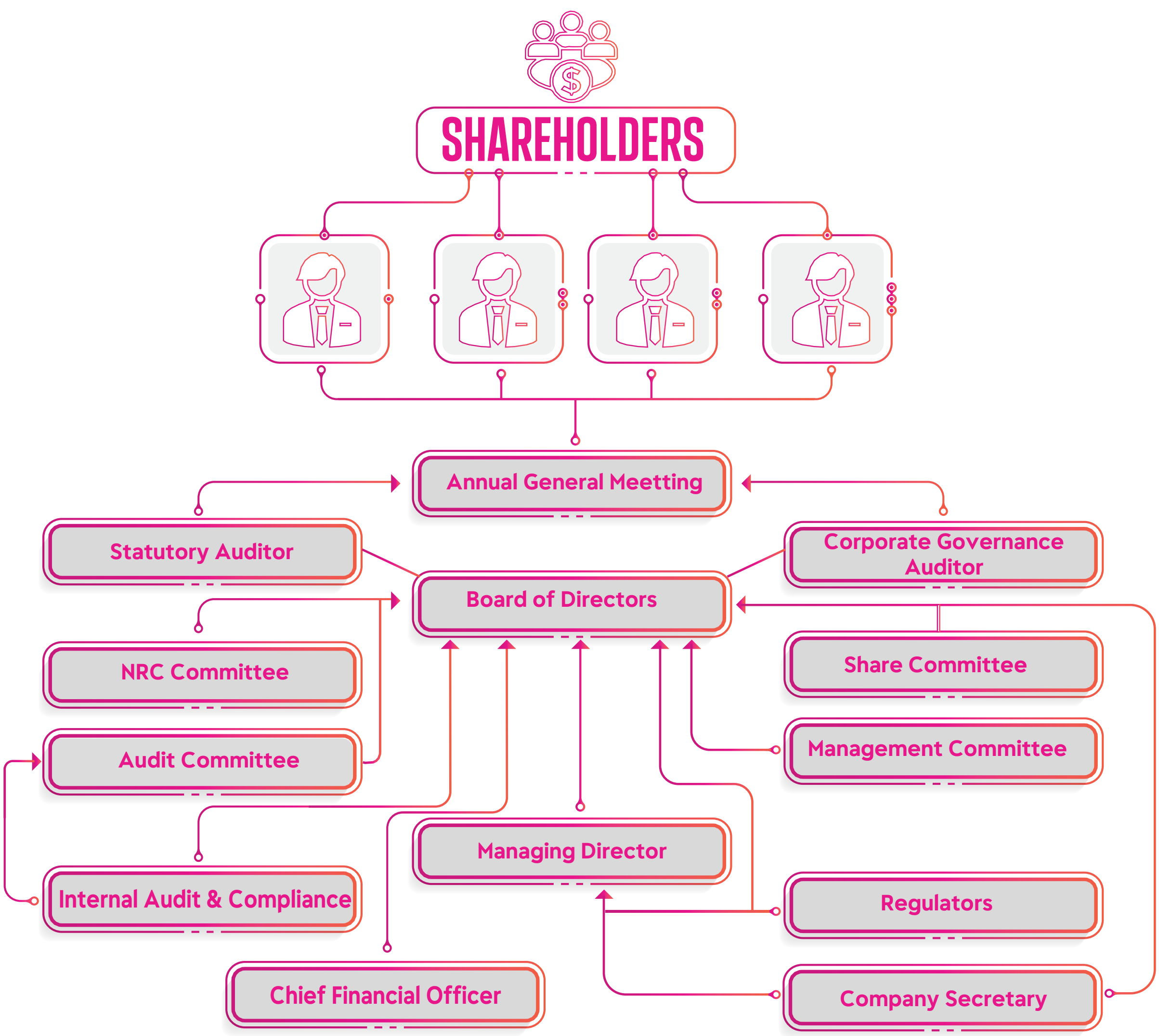
- Distributed Quarbani meant to 580 cleaner families
- Approximately reached 3,000 individuals who work tirelessly to keep our city clean



GOVERNANCE: ALIGNING VALUES WITH EXECUTION (GOVERNANCE OF ESG)

OUR GOVERNANCE STRUCTURE

Corporate governance defines an organization's power structure, accountability structure, and decision-making process. The term corporate governance refers to how companies are run and for what purpose. It is essentially a set of tools that enables management and the board to run an organization more efficiently and effectively. Environmental awareness, ethical behavior, corporate strategy, compensation, and risk management are all aspects of corporate governance. The purpose of good governance is to ensure that businesses have the appropriate decision-making processes and controls to ensure that all stakeholders' interests (shareholders, employees, suppliers, customers, and the community) are balanced. Additionally, our corporate governance offers the structure needed to achieve the goals of the organization. For the purpose of measuring performance and ensuring the smooth operation of corporate disclosure, it includes practical action plans, risk assessment, monitoring, and internal control and compliance.



External Framework

RJSC, BSEC, NBR (Tax & VAT) Customs, CCI&E, Bangladesh Bank, BIDA and Other Regulators

Internal Framework

Articles of Association, Board & Board Committees Charter/ Directives MD Instructions, Code of Conduct and Values

BRIEF DESCRIPTION OF CORPORATE GOVERNANCE FUNCTIONS

Shareholders

At the Annual General Meeting (AGM) or Extraordinary General Meeting (EGM), which are also known as documented ordinary or special resolutions, shareholders finally approve topics stipulated by regulations.

The Board of Directors

Crucial to the company's functioning as a whole is the Board of Directors. Goals and objectives are planned and strategized, and systems are set up to track the progress. It is their duty to safeguard the shareholders' interests.

Statutory Auditor

Independently evaluating the company's financial statements in accordance with relevant accounting and auditing standards and a certificate confirming conformity with the Corporate Governance Code, Statutory Auditors carry out their auditing duties.

Audit Committee

Audit Committee is a sub-committee of the Board of Directors that supports the Board in ensuring that the financial statements reflect true and fair view of the state of affairs of the Company and in ensuring a good control monitoring system within the business.

Nomination and Remuneration Committee (NRC)

NRC is a sub-committee of the Board; It identifies qualified directors, recommends appointments and removals, and evaluates director performance. Its role ensures effective leadership and governance within an organization.

Share Committee

Adhering to regulatory and governance rules, the share committee oversees activities such as defining dividend policies, administering buyback programs, and overseeing the issuing of shares. Emphasizing openness and fairness in all share-related dealings, they also help in communicating with shareholders, assessing risks, and protecting shareholder rights.

Managing Director

The Managing Director is the highest-ranking executive in an organization. Their role includes advising the board of directors, setting goals and strategies, and overseeing employee recruitment and leadership.

Management Committee

A management committee oversees an organization's functioning, prioritizes tasks, and upholds its mission and values. Their collective efforts contribute to the organization's success and impact.

Chief Financial Officer

The Chief Financial Officer is responsible for the overall financial management of the Company, including financial planning and analysis, budgeting, accounting, treasury management, and financial reporting. The CFO ensures the integrity and accuracy of financial statements in compliance with applicable laws, regulations, and accounting standards. The role also involves providing strategic financial guidance to support business decisions, managing risk, and overseeing internal controls.

Regulators

Various regulatory bodies are directly involved with our day-to-day operation having direct interest. They impose sort of rules & regulations on our business operations and business strategies. Reckitt is committed to be fully compliant of the applicable rules & regulations.

Company Secretary

The Company Secretary is responsible for supporting the board and the governance process, providing advice and guidance to the board on company law and the appropriate regulations, its own policies and best practice in corporate governance.

Internal Audit and Compliance

Internal audit focuses on reviewing company practices, evaluating risk management procedures, implementing controls to prevent fraud, and ensuring compliance with laws. Meanwhile, compliance develops and implements legal compliance programs, monitors adherence to internal controls, drafts company policies, and proactively assesses compliance risks. Both functions play critical roles in maintaining organizational integrity and effectiveness

OTHER COMMITTEES AND ACTIVITIES FOR GOOD GOVERNANCE

Apart from the said committees, top officials and other committees or departmental positions form various committees for day-to-day operation and other operational issues as and when required. Major features of such committees are like:

- The committee is formed for a specific purpose and after fulfilling the respective purpose, its validity will be lost automatically;
- The committee is formed by high official and sometimes by the Board;
- Usually, the committee is formed to pursue a specific job or investigation activity; and
- The committee will not do anything contrary to the company's policy, norms, culture and values. Findings of the committee will assist the officials or the management in decision making process.

EXTERNAL FRAMEWORK OF OUR CORPORATE GOVERNANCE

Reckitt Benckiser (Bangladesh) PLC. has adopted all applicable laws, policies, rules and regulations in our Corporate Governance System and maintains a zero-tolerance policy in compliance. A list of such external regulations/policies are outlined below:

- Notification on Corporate Governance Code, Issued by Bangladesh Securities and Exchange Commission;
- The Companies Act, 1994 (amendment in 2020);
- Bangladesh Labour Act, 2006 (amendment in 2013, 2015, 2018, 2023 & 2025);
- Listing regulations of Dhaka Stock Exchange PLC and Chittagong Stock Exchange PLC.;
- Other related laws & regulations of the country;
- The Memorandum and Articles of Association of the Company;
- Our code of conducts, business ethics, values and culture;
- Internal policies and procedures;
- Delegation of authority of the company and official notice or management decision as time-to-time taken; and
- Local & global best practices

Additionally, we have engaged experienced professionals in positions of Company Secretary, Chief Financial Officer and Head of Internal Audit & Compliance who play vital roles in our Corporate Governance System.

INTERNAL POLICIES AND IMPLICATIONS

We have various Board prescribed policies & procedures in practice for internal control and good corporate governance across. Illustration of some of our policies as approved by the Board are namely:

- PSI/ MI Policy;
- Board's Performance Evaluation Policy;
- Dividend Distribution Policy;
- Human Resources Policy.

PARAMETERS OF BOARD'S PERFORMANCE EVALUATION

Internal Control & Risk Management

- Financial and other Control
- Risk Management & Internal Control
- Whistle Blower Approach
- Related Party Transactions

Governance

- Direction: Business Strategy Governance
- Monitoring: Policies, Systems and Strategy
- Implementation
- Supporting and Advisory Role

Dynamic & Process

- Committed and Engaged
- Information availability
- Interactions & Communication with CBO and

Board Composition & Structure

- Board and Committee Composition
- Diversity In term of gender, expertise, skills,
- knowledge and independent implementation

OUR POLICIES

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.

Employee Policies

Reckitt's Code of Conduct governs standards of conduct in relation to our employees, as well as our stakeholders. In addition, Reckitt has policies committing to equal opportunities at work and providing a safe and healthy working environment. Health and safety performance is monitored, 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 behavior.

Human Rights

Our Human Rights and Responsible Business Policy is based on the International Bill of Human Rights and the International Labor Organization's (ILO) Declaration on Fundamental Principles and Rights at Work. We also follow the UN Guiding Principles on Business and Human Rights and Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises and local law.

Product Safety Policy

The purpose of this policy is to assure our stakeholders of the safety of our products by describing our approach to Safety Assurance for products of Reckitt. We have a responsibility to develop products that are as safe and nourishing as they can be to monitor their in-use safety and listen to feedback from users, and if things change, to react quickly and effectively to mitigate harm.

Responsible Sourcing Policy

This commits us to ensuring that natural raw materials in our products are produced in a manner that meets or goes beyond applicable laws and regulations, respects human rights, safeguards health and safety, protects the environment and generally supports sustainable development.

Environmental Policy

This sets out our objectives for reducing our environmental impacts. It requires us to comply with relevant legislation, consider environmental issues in key decisions, and engage with multiple stakeholders for better environmental performance.

SUSTAINABLE CORPORATE VALUES

Loyalty
We are consistent in our treatment, behavior, and regard for our customers, partners, suppliers, and employees.

Commitment
We are dedicated to the success of our customers, partners, employees and shareholders.

Integrity
We exhibit honesty and integrity at all times.

Caring
We maintain respectful relations with our customers, partners, suppliers, employees and local communities.

Innovation
We strive for innovation that creates new market spaces.

COMPONENTS OF CORPORATE SUSTAINABLE GOVERNANCE

- Policies and Procedures
- Business Ethics
- Compliance With Regulations
- Monitoring and Reporting
- Risk Management
- Corporate Management Structure

MONITORING AND REPORTING ACTIONS

Internal Controls

Deployment of digital tools which provide effective and actionable internal monitoring and reporting.

External Controls

Each year we run an independent external audit.

Whistleblowing

Our employees can raise concerns and report violations confidently via multiple channels. We investigate all concerns raised and prohibit retaliation against any employee.

Consequence Management

Each non-compliance instance is identified, documented, evaluated/ investigated, segregated, and dispositioned as per applicable regulations and standards.

INTEGRATED REPORTING

This Chapter Includes

- Responsibility Statement of Our Integrated Report
- Business Model and Capital
- Values We Create
- Our People and Culture (Human Capital)
- Our Infrastructure (Manufacturing Capital)
- Our Brands, Knowledge and Skills (Intellectual Capital)
- Our Financial Strength (Financial Capital)
- Our Stakeholders (Social and Relationship Capital)
- Our Environmental Initiatives (Natural Capital)

RESPONSIBILITY STATEMENT OF OUR INTEGRATED REPORT

From the perspective of its external environment, this integrated report provides a brief overview about the company's strategy, governance, performance, and prospects that contribute to the process of creating value in the short, medium and long term.

Acknowledgement of our responsibility for Annual Integrated Report 2025 and commitment to Transparency and Accountability:

I. We acknowledge our responsibility for ensuring the integrity of the Integrated Report 2025
II. We acknowledge that we have applied our collective expertise and judgement to oversee the preparation and presentation of this report in line with the principles of good governance.
III. We acknowledge that the Integrated report fairly represents the company's performance, strategy, governance and value creation over the short, medium and long term.
IV. The report adheres to internationally recognized frameworks and standards for integrated reporting, such as the International Integrated Reporting Framework
V. We have ensured that independent reviews and audits have been conducted where necessary to enhance the credibility of the report.
VI. We are constantly monitoring future developments to improve our integrated report.

By integrating financial and non-financial aspects, we aim to provide a holistic perspective on our operations, achievements and future aspirations. We remain committed to operating ethically and responsibly as we navigate challenges and opportunities in alignment with our core values.

We are hopeful that this Annual Integrated Report 2025 fosters trust and strengthens our relationship with all those we serve.

Sincerely yours

Vishal Gupta
Managing Director
Reckitt Benckiser (Bangladesh) PLC

BUSINESS MODEL AND CAPITAL

Reckitt Benckiser (Bangladesh) PLC considers the six capitals by the International Integrated Reporting Council (IIRC) in creating value. The capitals within the IIFC framework align with our value creation pillars, encompassing the following capitals:

Capitals	Trade-off	Capital impact
Human capital	We employ outstanding people who are focused on execution. They work in an unique culture, with a strong sense of shared ownership, that harness their passion and allows them to make a real difference.	Intellectual Manufactured Financial People
Intellectual capital	We have a portfolio of leading brands, offering attractive growth prospects and margins, and sustainable competitive advantages. We have deep consumer understanding and an agile organization, which gets the right products into the hands of consumers quickly.	Financial People Intellectual
Natural capital	Reckitt Benckiser (Bangladesh) PLC is committed to environmental sustainability, targeting 50% reduction in product water footprint, 100% zero waste to landfill, 65% reduction in GHG emission by 2030.	Natural Financial Social and Relationship
Social and relationship capital	We develop strong, trusted relationships with our customers, consumers, suppliers, communities, and other partners to allow us to extend our impact.	Financial Social and Relationship
Manufacturing capital	Our business is underpinned by strong manufacturing sites, centers of excellence and logistics centers, as well as digital infrastructure.	Financial Manufactured People
Financial capital	Shareholder's equity, debt and retained profit give us the financial resources to implement our strategy.	Financial Manufactured People

THE RECKITT PLAYBOOK

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

ICONIC BRANDS
- Creating and growing categories
- Local heroes

SUPERIOR INNOVATION
- Science led
- 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

OUR CAPITAL ALLOCATION PRIORITIES

Invest in organic growth
- Our priority remains to invest in organic growth.
- 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.

Driving Strong free cash conversion
We continue to prioritise free cash flow conversion and are confident this will remain strong.

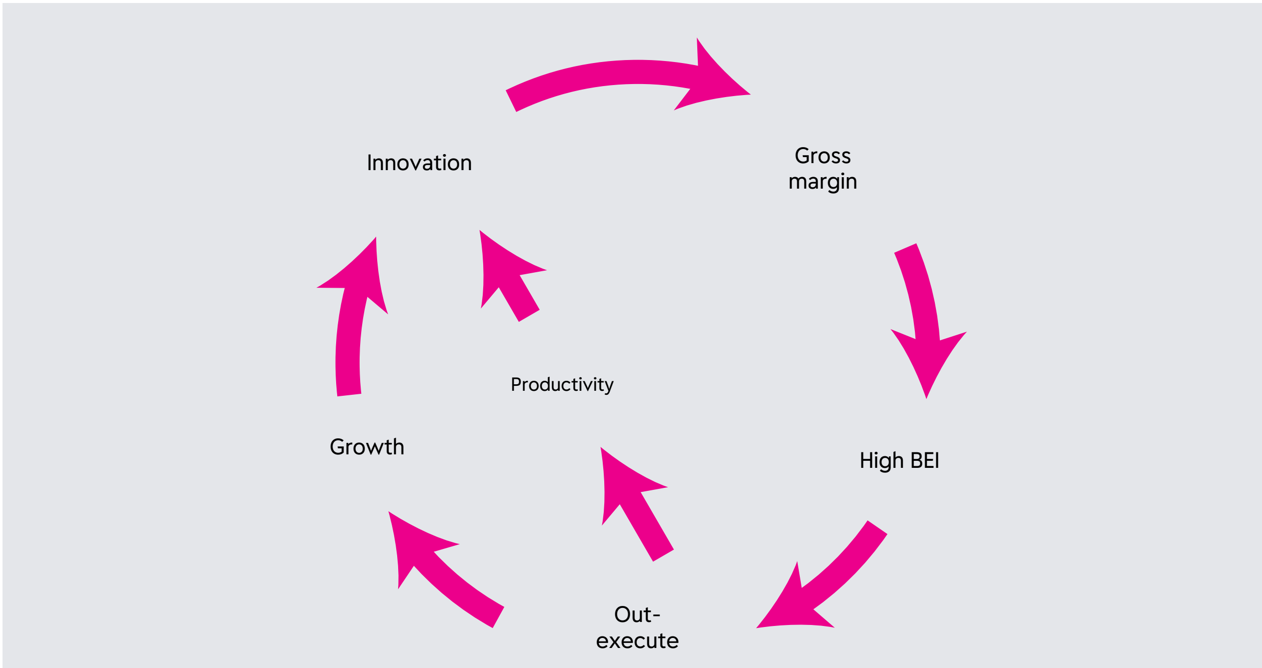
Returning cash to shareholders
- We continue to pay a progressive dividend
- Our dividend policy aims to deliver sustainable dividend payments in future years

Creating value for shareholders

Maintaining financial flexibility
A strong balance sheet and credit profile support ongoing investment in innovation, capability and resilience. Financial flexibility ensures the Business can respond to opportunities and challenges across varying market conditions.

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

EARNINGS MODEL



VALUE CREATION MODEL

How we do it?

- **Financial Capital** – Our financial strength
- **Manufactured Capital** – Our infrastructure
- **Human Capital** – Our people and culture
- **Natural Capital** – Our environmental initiatives
- **Intellectual Capital** – Our key brands & knowledge and skill
- **Social & relationship Capital** – Our stakeholders

Value Creation Process

Product Design → Sourcing → Manufacturing → Supply and logistics → Sales and Marketing → Consumer Use → End of Life Disposal

VALUES WE CREATE

Business Capital	How we create value	Outcome of Value Creation	SDG
Our People and Culture (Human Capital)	• Recruitment and talent acquisition • Employee engagement initiatives • Health and well being programs • Diversity and inclusion efforts • Career development opportunities • Training and development programs	• **293** number of employees • BDT **860Mn** investment in Human Resources, BDT **2.94Mn** per employee in 2025 • Contribution to WPPF: **Tk. 54,381,892**	03 GOOD HEALTH & WELL-BEING 05 GENDER EQUALITY 08 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES
Our Infrastructure (Manufacturing Capital)	• Infrastructure investment • Supply chain optimization • Advanced machinery and equipment • Quality control systems	• Enhanced production efficiencies and optimize costs • Investment in new and environment friendly production facilities • Addition of **BDT 1.92 Crore** in Plant & Machinery, **BDT 7.67 Crore** in Buildings & **BDT 4.90 Crore** in Furniture Fixtures and Equipment to enhance the production capacity.	08 DECENT WORK AND ECONOMIC GROWTH 09 INDUSTRY, INNOVATION AND INFRASTRUCTURE 11 SUSTAINABLE CITIES AND COMMUNITIES 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Our Brands, knowledge and skills (Intellectual Capital)	• Brand development • Research and development • Intellectual property protection • Technology and digital tools • Employee training and development	• Enhanced brand equity • Innovation and product development • Operational efficiency	08 DECENT WORK AND ECONOMIC GROWTH 09 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Business Capital	How we create value	Outcome of Value Creation	SDG
Our Financial Strength (Financial Capital)	• Revenue growth strategies • Strong financial reporting • Working capital management • Access to capital markets • Cost management • Financial planning & analysis	• 92% Return on Equity • 27% Return on Asset • Tk. 5,664Mn of Revenue • Tk. 886Mn of Total Equity • Tk. 817Mn dividend declared • Tk. 199.89 Crore Contribution to national exchequer • Tk. 172.93 Earnings Per share	08 DECENT WORK AND ECONOMIC GROWTH
Our Stakeholders (Social & Relationship Capital)	• Community engagement • Stakeholder communication • CSR programs • Customer relationship management • Employee volunteer programs • Feedback mechanisms	• CSR of Tk. 2.98Mn • 36,040 children gained crucial hygiene knowledge through interactive sessions, hygiene comic books, hygiene curriculum book, etc. • Best Partner Award in 2020, 2021, 2022, and 2023 from Bangladesh Scouts	02 ZERO HUNGER 03 GOOD HEALTH & WELL-BEING 04 QUALITY EDUCATION
Our Environmental Initiatives (Natural Capital)	• Sustainable sourcing • Energy efficiency • Waste management • Water management • Environmental compliance • Sustainable packaging • Carbon footprint reduction	• ETP Project worth Tk. 158.9 Mn is underway for saving water usage in the production process. (0.92% water savings over 2024) • 31.44% reduction of GHG gas over 2024. • Waste management program achieved "zero waste to Landfill" • Energy Saving Over 2024- 2.98% • In collaboration with Lafarge Holcim, for disposal of hazardous waste for their "Geo-Cycle" operation of producing "Eco-Cement."	03 GOOD HEALTH & WELL-BEING 07 AFFORDABLE AND CLEAN ENERGY 08 DECENT WORK AND ECONOMIC GROWTH

OUR PEOPLE AND CULTURE (HUMAN CAPITAL)

UNLEASHING THE POTENTIAL OF OUR PEOPLE, PERFORMANCE AND PURPOSE

PURPOSE, COMPASS AND LEADERSHIP BEHAVIOURS

At Reckitt, our People & Culture ethos is grounded in a clear and unwavering priority: placing consumers and our people at the center of all decision-making. Our culture is built on responsibility, discipline, and a long-term view, ensuring that the initiatives we design are sustainable, scalable, and aligned with our strategic objectives. We consistently explore new opportunities that enable us to deliver on our purpose: to protect, heal, and nurture in the relentless pursuit of a cleaner, healthier world. This purpose guides the way we operate and ensures our actions are anchored in integrity.

We remain committed to creating value by ensuring consumers and people come first. This principle is reflected across the full spectrum of our operations: from research and product development to market execution and community engagement. By fostering a culture that encourages innovation, collaboration, and operational excellence, we empower our teams to contribute meaningfully and create positive impact at scale. Our approach reinforces our belief that sustainable progress is achieved when people are enabled and inspired to do their best work.

Recognizing the diverse strengths and potential within our workforce is central to our organizational philosophy. As an equal opportunity employer, we are committed to providing fair, inclusive, and merit-based opportunities for all, ensuring every individual has the support and access needed to thrive. We actively cultivate an environment where individuals are supported to excel, and where our Leadership Behaviors – Own, Create, Care, and Deliver serve as the foundation for how we lead and collaborate. These behaviors not only define expectations but also shape an inclusive culture where accountability, creativity, empathy, and performance thrive.

Our commitment to ethical, compliant, responsible, and future-focused practices ensures that we consistently meet and aim to exceed industry standards and stakeholder expectations. We continuously evaluate and evolve our ways of working to remain effective, compliant, and aligned with global best practices. By remaining true to our values and reinforcing our purpose in all that we do, we strive to build a resilient, responsible, and sustainable future for our consumers, our communities, and our people.

CODE OF CONDUCT

At Reckitt, we take full ownership of our business and the responsibilities that come with it. Our employees play a critical role in steering the organization forward, making informed decisions that contribute to our success each day. We depend on our people to uphold our standards, maintain our course, and consistently act with integrity in every aspect of their work.

To ensure that our operations are conducted in the right way, we place strong emphasis on adherence to our Code of Conduct. We provide comprehensive guidance and structured training to reinforce this commitment. Each year, Reckitt Benckiser (Bangladesh) PLC. administers mandatory compliance training modules for all employees. Through these training programs, our teams remain current with the latest global and local policies, procedures, and ethical standards that guide our operations across all markets.

We believe that empowering employees with the right knowledge, tools, and resources is essential to sustaining our high standards of conduct. Our commitment to continuous learning and development ensures that our people are well-equipped to navigate industry complexities, regulatory requirements, and evolving business expectations. By fostering a culture grounded in accountability, integrity, and ethical decision-making, we strengthen our ability to adapt to dynamic market environments while remaining firmly aligned with our core values.

Through this disciplined approach, we aim to build a resilient, responsible, and future-ready organization that consistently meets the expectations of our stakeholders and upholds the trust placed in us.

Our Annual Compliance Training consists of seven comprehensive modules, thoughtfully designed to guide employees through an engaging and impactful learning experience. The program takes participants on a journey that spans geographies, cultures, and a broad spectrum of compliance topics reflecting the global nature of our operations and the diverse environments in which we work.

This journey is intended to strengthen employees' ability to identify potential risks, assess situations with sound judgment, and navigate ambiguity with confidence. Through scenario-based learning and practical application, employees are encouraged to evaluate options carefully and exercise responsible decision-making. The ultimate objective is clear: to equip our people with the awareness and capability needed to keep Reckitt aligned, compliant, and on course.

By investing in a structured, high-quality compliance curriculum, we reinforce our commitment to building a workforce that acts with integrity, protects our reputation, and upholds the standards expected across all our markets.

Through our Code of Conduct, we reaffirm our commitment to caring for our consumers, safeguarding the well-being of every individual working at Reckitt, and fulfilling our responsibilities as a socially and environmentally conscious organization. It ensures that our actions consistently support a healthy environment while maintaining the highest standards of ethical and legal compliance across all areas of our business.

To further reinforce this commitment, we have established well-defined Policies and Standard Operating Procedures (SOPs) covering the most critical aspects of our operations. These structured processes are integral to the smooth and consistent functioning of our business. They are applied diligently every day and at every step to ensure operational integrity, mitigate risks, and uphold compliance expectations. By adhering to these frameworks, we strengthen the discipline and reliability of our operations, ensuring that our business remains both responsible and resilient.

HIGHLIGHTS 2025

Total Employees 293 (2024: 332)

NURTURING TALENT

We believe everyone has the potential to grow and develop, including those within specialized roles, those making lateral moves, and those with potential for bigger impact. Our unique culture is embodied by our people. We consistently uphold our values, demonstrating integrity in all we do. We are driven by a purpose, embracing an entrepreneurial spirit, and thrive in a dynamic, fast-paced environment focused on action and performance.

PERFORMANCE MANAGEMENT SYSTEM

Our Performance Management System continued to play a critical role in ensuring a transparent, equitable, and performance-driven culture across the organization. Employees were evaluated against clearly defined SMART goals through the myRB platform, enabling consistent and measurable assessment of individual contributions. By integrating standardized methodologies with robust digital tools, the system ensures alignment between employee performance and the organization's strategic priorities. This structured approach reinforces fairness, clarity, and accountability at every stage of the performance cycle.

The annual performance cycle culminated in structured year-end career discussions between employees and their line managers. These conversations provided an opportunity to review achievements, identify development needs, and discuss future career aspirations. Insights from these discussions serve as the foundation for the creation and refinement of Performance Development Plans (PDPs) on myRB, underscoring our commitment to continuous development, capability enhancement, and long-term career progression for our employees.

RECOGNISING AND AWARDING PERFORMANCE

COMPASS AWARD

The Reckitt Compass continues to serve as the guiding framework for all our actions, reinforcing the values that define who we are and how we operate. To honor employees who consistently exemplify these principles, we have established the Compass Award programs for all Reckitt Bangladesh employees. These initiatives are designed to formally acknowledge individuals and teams whose behaviors and contributions reflect the Reckitt Compass Values in an exceptional manner.

The Compass Award program was continued in a quarterly recognition framework. This award program ensures frequent acknowledgment of outstanding contributions, ensuring that employee achievements are recognized in a timely and meaningful way.

These recognition programs do more than celebrate performance – they reinforce the values that drive our success. They serve as a reminder that living our values is integral to achieving our organizational objectives and building a strong, collaborative culture. Through these initiatives, we aim to ensure that employees feel appreciated, connected, and aligned with our shared purpose.

The Compass is built around five core values that guide our behaviors:

- Do the right thing. Always.
- Put consumers and people first.
- Seek out new opportunities.
- Strive for excellence.
- Build shared success.

The Compass Award programs have had a notable positive impact, strengthening morale and reinforcing our culture of appreciation and respect. Employees expressed feelings valued for their commitment to living the Reckitt Compass Values, and the program helped deepen a sense of belonging and shared purpose. By highlighting the importance of our values and the collective effort required to achieve our goals, this initiative has played an important role in nurturing a supportive, motivated, and value driven workplace.

QUARTERLY RECKITT PRODUCTION SYSTEM (RPS) AWARDS

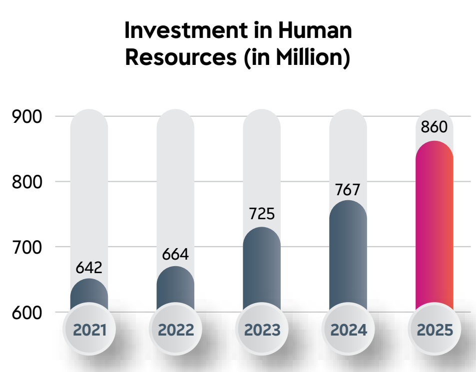
As part of our commitment to operational excellence and continuous improvement, the Reckitt Production System (RPS) Recognition Program was introduced to acknowledge and celebrate the exceptional contributions of our factory teams. The program serves as a structured platform to recognize individuals and groups who consistently demonstrate high performance, strong ownership, and alignment with the principles of the Reckitt Production System.

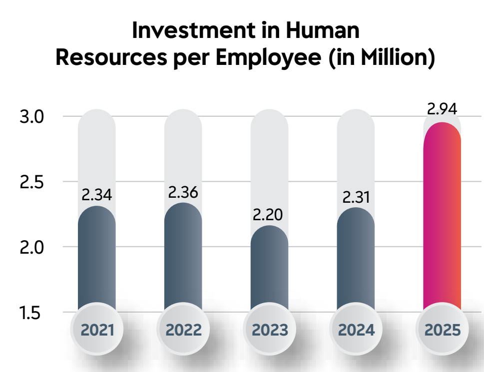
The initiative aims to reinforce a culture where disciplined execution, innovation, and problem-solving are valued and encouraged. By highlighting achievements in productivity, quality, safety, and collaborative teamwork, the RPS Recognition Program motivates employees to strive for higher standards while fostering pride in their work.

HUMAN RESOURCE ACCOUNTING

Human Resource Accounting is the activity of knowing the investment amount for employees towards their recruitment, training them, payment of salaries & other benefits paid and in return knowing its contribution to the organization's profitability. Below are the indices of contribution by human resource to the profitability of the company on historical cost basis. At Reckitt investment in human resource includes salaries and benefits, payment to pension funds, recruitment, and training expenditure.

*Amount in Million TK	2021	2022	2023*	2024*	2025*
Operating Profit per Employee	4.21	3.51	3.55	3.34	3.94
Operating Expenditure per Employee	(5.64)	(4.63)	(4.38)	(4.67)	(5.45)
Revenue per Employee	18.04	17.68	16.00	16.44	19.33
Profit Before Tax per Employee	4.02	3.18	3.34	3.09	3.71
Profit After Tax per Employee	2.95	2.35	2.49	2.27	2.79
Number of Employees	274	281	330	332	293
Investment in Human Resources	642	664	725	767	860
Investment in Human Resources per Employee	2.34	2.36	2.20	2.31	2.94





*During the year 2023 and 2024, total number of employees benefitted throughout the year have been considered as employee number, on the other hand in year 2025 the year end existing employee number as on 31st December 2025 is considered.

INCLUSIVE LEADERSHIP

We continue to strive to embed inclusion into our DNA and believe that building an inclusive culture is everyone's responsibility.

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.

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.

CONTINUOUS LEARNING AND DEVELOPMENT PROGRAMS

Throughout the year, we continued to strengthen our commitment to building a highly capable, futureready workforce through a structured and diversified portfolio of Continuous Learning and Development Programs. These initiatives were delivered through a blend of facetoface workshops and virtual training sessions, ensuring accessibility, flexibility, and relevance for employees across all functions. The programs were thoughtfully curated to address both organizationwide capability needs and specialized development requirements of different teams.

ORGANIZATIONWIDE CAPABILITY BUILDING

A series of training courses were organized for employees across functions, focusing on enhancing essential professional and behavioral skills. Key areas covered but not limited to:

- Effective communication
- Time management and productivity techniques
- Getting organized for peak performance
- Stress management and resilience techniques

These sessions were designed to strengthen everyday workplace effectiveness, improve collaboration, and enhance individual performance. By targeting core competencies, the programs ensured that employees were equipped with practical tools to navigate daytoday responsibilities with greater confidence and efficiency.

TARGETED LEARNING FOR FUNCTIONAL TEAMS

Recognizing the distinct learning needs of different business functions, specialized programs were developed for targeted teams:

For the sales teams, training initiatives focused on improving performance in the market and strengthening managerial and operational excellence. Key topics included but not limited to:

- Clear goalsetting frameworks to drive accountability and focus
- Territory management techniques to enhance market coverage and productivity
- Team management and coaching skills for frontline leaders

These sessions supported our commercial teams in improving execution discipline, sharpening selling skills, and achieving business objectives more effectively.

TRAININGS FOR THE WOMEN LEADERS OF TOMORROW

As part of our broader commitment to diversity and inclusion, dedicated learning interventions were organized for the Women Leaders of Tomorrow cohort. These virtual sessions aimed to equip emerging female talent with the confidence, capabilities, and mindset needed to step into future leadership roles. Training themes included:

- Building selfbelief and overcoming selfdoubt
- Techniques for making sound decisions under pressure
- Developing personal leadership presence

These programs created a supportive learning space, enabling participants to strengthen leadership behaviors, build clarity in career aspirations, and overcome barriers often faced by women in leadership pipelines.

ONLINE LEARNING INITIATIVES

In addition to structured face-to-face classroom sessions, few of our learning initiatives were delivered on Microsoft Teams and online training formats including courses from LinkedIn Learnings and Internal Reckitt Functional academies. This enabled wider participation and ensured uninterrupted access to capability-building resources. These virtual programs allowed employees to learn at their own pace while engaging with interactive modules, case-based scenarios, and expert-led webinars. The flexibility of online learning proved especially valuable for teams operating across different locations, ensuring that development opportunities remained inclusive, consistent, and easily accessible. This approach not only enhanced learning continuity but also reinforced our commitment to leveraging digital platforms to deliver high-quality, scalable training solutions across the organization.

EMPLOYER BRANDING INITIATIVES IN UNIVERSITIES

Throughout the year, we strengthened our presence within leading universities across the country through a series of employer branding and campus engagement initiatives. These programs were designed to equip future leaders with practical knowledge, expose them to contemporary corporate practices, and help them align their academic learning with real-world expectations. During these engagements, students were introduced to Reckitt's purpose-driven culture and learned how our organizational activities and strategic priorities are guided by this overarching mission.

As part of our commitment to developing young talent, we also facilitated Industrial Attachment and Internship opportunities at both our factory and office sites. Student groups were given the opportunity to observe operational processes firsthand, interact with functional teams, and gain meaningful exposure to the day-to-day dynamics of a global FMCG organization. These attachments enabled students to bridge the gap between theoretical coursework and industry practice, strengthening their understanding of operational efficiency, manufacturing processes, quality standards, and workplace discipline.

By consistently engaging with academic institutions and supporting experiential learning, we have continued to build strong institutional relationships and contribute to national talent development. These initiatives not only enhanced students' career readiness but also supported the creation of a future talent pipeline, promoting capability building and contributing to a more skilled workforce for the country.

OUR INFRASTRUCTURE (MANUFACTURING CAPITAL)

We are committed to safeguarding consumer health by ensuring convenient access to our leading brands across the country.

Our premium portfolio is designed and marketed to support evolving consumer lifestyles while driving revenue growth and improving gross margins. We remain focused on delivering highquality, innovative and sciencebacked products that serve the needs of our consumers.

Our extensive brand lineup features globally recognized names such as Dettol, Harpic, Lizol, Trix, Colin, Veet, and more. These brands contribute to healthier living and happier homes through essential solutions in personal hygiene and household cleaning.

To strengthen our market presence, we consistently aim to expand market share through new product introductions, consumer base development, and meeting rising market demand. This includes strategic investments in modern technology, continuous product quality enhancement, and ongoing research to ensure sustainable longterm growth.

OUR HISTORY

Reckitt Benckiser (Bangladesh) PLC is one of the most trusted names in the country's fast-moving consumer goods (FMCG) sector. The company began its journey in 1961 in Chittagong as "Robinson's Foods (Pakistan) Ltd.", and commenced commercial production in 1962 with the establishment of a factory at 58/59 Nasirabad Industrial Area, Chittagong-4209.

Following Bangladesh's independence, the company was renamed "Robinson's Food (Bangladesh) Limited" in 1972. In 1978, after expanding its FMCG portfolio, it adopted the name "Robinsons (Bangladesh) Limited". The organization was rebranded again in 1986 as "Reckitt & Colman Bangladesh Limited", and in 2000 it became "Reckitt Benckiser (Bangladesh) Limited" after the global merger of Reckitt & Colman with the Dutch company Benckiser.

The company was converted into a Public Limited Company in 1987 and was subsequently listed on both the Dhaka and Chittagong Stock Exchanges. Since its inception, "Reckitt Benckiser (Bangladesh) PLC" has remained committed to delivering high-quality products while prioritizing consumer safety and value.

Reckitt Benckiser (Bangladesh) PLC is ISO 45001 certified, demonstrating its strong commitment to occupational health, safety, and environmental protection—empowering people to live healthier lives and enjoy happier homes.

The Chittagong factory, located in the Nasirabad Industrial Area, is the company's sole manufacturing facility in Bangladesh and is one of the oldest manufacturing sites within the global Reckitt Benckiser Group. The facility spans a total area of 16,310 sq. meters, of which 9,786 sq. meters are dedicated to plant operations.

PUTTING HEALTH, SAFETY AND WELLBEING AT THE HEART OF OUR BUSINESS

We understand the importance of applying consistent and recognizable health and safety standards. We have a globally recognized safety certification, ISO 45001 in our manufacturing unit Reckitt Chittagong Factory because we believe it complements our existing health and safety internal audit programs and governance processes. We are proud of the standards we set and the care we take over the health, safety and wellbeing of all the stakeholders of our company.

MAKING QUALITY A PRIORITY

Reckitt Benckiser (Bangladesh) PLC is a UK-based Multinational Company and is one of the most trusted and reputed manufacturing companies in health, toiletries and home category products with some power brands in Bangladesh. Reckitt Benckiser, Chittagong Factory is one of the most modern factories in Bangladesh.

The factory uses the latest technology in compliance with the "Current Good Manufacturing Practices" (cGMP) standards like WHO, ISO, BSTQM etc. for the manufacture of Pharmaceutical, Health and Surface Hygiene products. A robust Quality Management System ensures strict control over end to- end processes, including material Storage & issue, Dispensing, Manufacturing, Packaging, and Distribution. There is a central Quality Control Lab, a microbiology lab and production unit wise In-Process Quality Control (IPQC) facilities. These laboratories feature GLP compliant machinery and computerized testing equipment that meet 21 CFR part 11 FDA standards, compliant with audit trail system. With quality at the core, the site is capable to deliver outstanding products for our consumers and meaningful value for our business.


Quality


Health & Safety Week 2025
SAFETY FIRST
TOGETHER WE CAN CREATE A SAFE WORKPLACE

OUR BRANDS, KNOWLEDGE AND SKILLS (INTELLECTUAL CAPITAL)

OUR KNOWLWDGE AND SKILLS

We have deep consumer understanding, quality, and an agile organization, which gets products to market fast. Our knowledge and resources can scale up their ideas. Together, we can have a lasting impact on areas that really matter to people's lives. Our leadership teams have extensive business knowledge and many years of experience in the relevant fields. The team was observed to have a good mix of skills, sector-relevant experience, and knowledge was deemed appropriate. The members worked well together to achieve objectives, with a sufficient degree of support and challenge provided by the Board of Directors. With their help and guidance swift and flexible steps are taken to respond to environmental emergencies. Here people are nurtured to earn expertise in a specific field.

INNOVATION

Innovation at Reckitt is delivering purpose-driven, sustainable products that protect, heal and nurture, to make a meaningful difference to people's lives. We earn the continuing loyalty and trust of our consumers with differentiated products that offer superior solutions to meet their evolving needs. We want to make a difference to the world through our brands.

DETTOL

DETTOL

BBF
Best Brand Award

Most loved brand in Antiseptic category

Brand Overview

Dettol, a trusted name in health and hygiene, has been a part of Bangladeshi households for many generations. Since its worldwide launch in 1933, the brand has come to represent reliable protection against germs. In Bangladesh, Dettol has played a vital role in advancing hygiene awareness and safeguarding families through innovative offerings and influential public health initiatives.

With a vision of building a healthier and cleaner nation, Dettol remains dedicated to delivering dependable hygiene solutions. Its wide range of products—including antiseptic liquids, soaps, hand sanitizers, and surface disinfectants—is developed to meet rigorous quality and performance standards, ensuring effective protection for everyday use.

Highlights in 2025

1. **Hygiene Awareness Campaigns:** Dettol has launched numerous initiatives to educate communities about the importance of handwashing, personal hygiene, and cleanliness.
2. **School Hygiene Programs:** Through partnerships with schools, Dettol has reached thousands of students, teaching them the basics of hygiene and its role in preventing diseases.
3. **Community Engagement:** Campaigns like "Dettol Clean Dhaka" have not only raised awareness but also set records, such as the Guinness World Record for the largest cleaning campaign in Dhaka.
4. **Dettol Eid Campaign for the cleaners of the Dhaka City Corporation:** Dettol extended its hand of care and dignity to one of the most underserved and overlooked communities - the cleaner of Dhaka City Corporation by distributing Qurbani meat to 580 cleaner families, reaching approximately 3,000 individuals who work relentlessly to keep our city clean.
5. **Beat the Heat Campaign:** Dettol's 2025 "Beat the Heat" campaign promoted cooling soaps to tackle summer heat, sweat, and germs while attracting young consumers through an integrated marketing strategy.

A Legacy of Trust

Dettol's journey in Bangladesh is a testament to its unwavering commitment to health and hygiene. By combining innovative products with impactful social initiatives, Dettol continues to be a trusted partner in the lives of millions of Bangladeshis.

Dettol Vibe & Thrive

Dettol Vibe & Thrive, held in January 2025, brought together Dettol stakeholders across Reckitt, including key functions such as sales, marketing, and other teams, to review business performance and align on strategies for stronger growth in 2025. The program served as a strategic platform to share upcoming plans, reinforce collaboration, and identify opportunities to accelerate business impact. Through open discussions, Dettol highlighted its purpose-driven initiatives and demonstrated how the brand continues to create positive impact for the people of Bangladesh. The session reaffirmed Dettol's commitment to doing more for the nation by combining strong business strategy with meaningful, people-centric actions.

Beat the Heat

The Dettol "Beat the Heat" campaign in Bangladesh was a high-impact summer initiative launched in 2025 to help consumers cope with extreme heat, sweat, and body odor while reinforcing Dettol's core promise of hygiene and protection. Anchored around the new Dettol Icy Cool and Dettol Lime Fresh soap variants, the campaign positioned Dettol as a solution that delivers intense cooling, long-lasting freshness, and trusted germ protection in temperatures that regularly cross 35–40°C. At its center was the culturally resonant music-led film "Dettol Summer Beat – "এবার গরমকে হারিয়ে দাও", featuring Fuad Al Muqtadir and Black Zang, which captured everyday Bangladeshi summer struggles—from crowded commutes to sticky workdays—and invited audiences to "beat the heat" with Dettol. Amplified through a full 360° rollout including TV, digital, social media, influencer content, OOH, and retail visibility, the campaign generated millions of views and engagements, strengthened Dettol's connection with young urban consumers, and marked a strategic shift toward a more contemporary, lifestyle-driven brand expression—without compromising Dettol's long-standing equity as a trusted family hygiene brand.

HARPIC

HARPIC

Net Revenue Trend

BBF
Best Brand
Award

No. 1 Toilet Cleaner Brand
in toilet cleaner category

Brand overview

Introduced in Bangladesh in 1978, Harpic is one of Reckitt's flagship brands and the country's first branded toilet cleaning product. Built on a foundation of continuous innovation, stringent quality standards, and strong marketing communication, Harpic has established itself as the clear market leader and a name synonymous with the toilet cleaning category.

The brand has held its leading position for over a decade while consistently promoting hygiene awareness across society. Originally invented by Harry Pickup, Harpic's formulation remained unchanged for 41 years. With a global heritage spanning more than 100 years, Harpic became part of Reckitt and Sons Ltd. in 1932 and today operates in over 60 countries worldwide.

In November 2025, Harpic marked World Toilet Day by highlighting the importance of toilet hygiene and maintenance in line with the global theme, "We will always need a toilet." The brand hosted a multi-stakeholder engagement bringing together leading NGOs, government bodies, and partners to discuss sanitation challenges in Bangladesh, share Harpic's hygiene initiatives, and reinforce a collective commitment to improving safe sanitation through collaboration.

Harpic's Revolution 5

The Harpic Revolution 5 initiative, conducted in January 2025, was organized as a strategic brand activation to reinforce Harpic's core product superiority and hygiene leadership in the market. The program highlighted Harpic's Revolution 5 promise, positioning it as the best-ever Harpic by emphasizing its 5-minute action, ability to kill 99.9% of germs, effectiveness in removing tough stains, 10x advanced cleaning power compared to detergents, and a long-lasting fragrance for a superior consumer experience. Implemented through structured engagements and clear product demonstrations, the initiative ensured consistent communication of these key benefits across stakeholders.

Highlights in 2025

1-Hygiene Partnership at the Book Fair: As the official hygiene partner, Reckitt connected with nearly 7 million visitors over the month-long book fair. To ensure clean and sanitary facilities throughout the event, 16 dedicated cleaners were deployed to maintain high standards of cleanliness.

2-Harpic - "Together with Possibilities" Campaign: Through this program, 560 students received Eid gifts along with educational supplies such as pens, pencils, paper, erasers, and hygiene learning materials, as well as one-day meals. In addition, food support packages covering seven days were provided to approximately 3,000 family members of these students.

3-"Eid Health and Hygiene Packages" distribution: A total of 600 Eid Health and Hygiene Packages were distributed, directly benefiting around 2,500 individuals. Each package included essential food items—polao rice, oil, sugar, semai, and powdered milk—along with hygiene products like Harpic Liquid Toilet Cleaner and Harpic Powder Soap, as well as Eid essentials such as stationery and snacks.

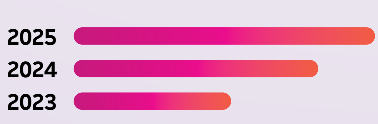
4-World Toilet Day Observance: In 2025, Harpic marked World Toilet Day by promoting healthy toilet practices and raising awareness around sanitation to support improved hygiene standards across Bangladesh.


HARPIC
BEST BRAND AWARD Bangladesh 2025
HARPIC
পরিচ্ছন্নতাকর্মীদের জন্য সুরক্ষা সামগ্রী
দশকেরও বেশি সময় ধরে
১ নম্বর টয়লেট ক্লিনিং ব্র্যান্ড
আপনাদের জন্যই আমাদের এই পথচলা!

LIZOL

LIZOL

Net Revenue Trend



Brand Overview

Lizol has reshaped the floor-cleaning category in Bangladesh since its introduction in 2010 by bringing a hospital-grade disinfectant formula to a market where branded floor disinfectants did not previously exist. Backed by strong media investment after 2019, the brand experienced rapid growth, doubling its business between 2018 and 2023.

Through its "Porichhonotai Pobitrota" initiative, Lizol partnered with mosque committees to clean prayer spaces—particularly during Ramadan—strengthening its community-first positioning; in 2025, the campaign evolved further by actively involving women, gaining widespread media attention.

Recognized for its 3-in-1 promise of killing 99.9% of germs, delivering performance ten times superior to detergents, and leaving a pleasant fragrance, Lizol is available in Citrus, Floral, Lavender, and Neem variants and is widely used for floors, tiles, sinks, countertops, and kitchen and bathroom disinfection—demonstrating the impact of consistent, purpose-driven brand storytelling.

Highlights in 2025

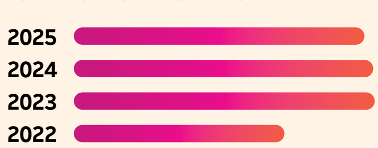
Porichhonotai Pobitrota Campaign: Lizol conducted a month-long mosque-cleaning initiative titled "Purity in Cleanliness" (Porichhonotai Pobitrota in Bangla) ahead of the holy month of Ramadan. As part of this campaign, Lizol cleaned 100 mosques across Bangladesh, with efforts evenly distributed among all divisions of the country.

Lizol's communication approach now centers on culturally relevant storytelling, regional languages, and customized messaging tailored to its core consumers. The brand actively leverages digital narratives, influencer collaborations, and informative short-form content to raise awareness about germs at floor level.

TRIX

TRIX

Net Revenue Trend



Brand Overview

Trix, a local brand from Reckitt Benckiser, was introduced in Bangladesh in 2008 with its dishwashing liquid, known for its grease-cutting power and lemon fragrance. The brand expanded with the Trix Bar in 2014, which was relaunched in 2023 after a brief discontinuation. Historically under-supported in media, Trix saw a strategic shift in 2022 with increased digital and offline activations. The 2023 relaunch of the dishwashing bar, supported by a 4-month media burst, led to double-digit growth, with momentum continuing in 2024 through new campaigns. Trusted by millions for its effective grease-cutting and hand safety, Trix is marketed as a "secret kitchen trick" and continues to challenge premium and unbranded competitors through smart pricing and local trust.

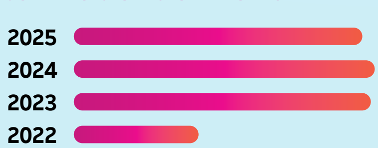
Communication Strategy

Trix is redefining its image as the clever, go-to solution in the Bangladeshi kitchen by combining efficiency with everyday usefulness. Its current messaging is built around two key pillars:

- **Functional Advantage:** Powerful grease removal that remains gentle on hands.
- **Emotional Connection:** Saves time and effort in the kitchen, especially for busy, multitasking homemakers.
- **Content Strategy:** short term recipe content, cleaning hacks and humorous kitchen fails that integrate Trix as the savior.

COLIN

Net Revenue Trend



Brand Overview

Colin, introduced to Bangladesh in the early 2000s by Reckitt Benckiser under the name "Mr. Brasso," later evolved into the global brand Colin and became the country's first branded glass and surface cleaner. It quickly gained popularity among urban consumers for its streak-free finish. In 2021, the product was upgraded to align with Reckitt's global Colin formulation, delivering enhanced cleaning performance and fragrance at an accessible price point.

As part of this strategic transformation, the company appointed popular actress and model Sabila Noor as the Brand Ambassador for Colin Bangladesh, reflecting a deliberate shift toward a more contemporary, aspirational, and relatable brand image while retaining the trust built over decades. Through this association, Colin strengthened its positioning around superior shine, versatility across multiple surfaces, and effortless everyday cleaning, reinforcing the brand's relevance among modern consumers and supporting long term brand equity growth in Bangladesh

Communication Strategy

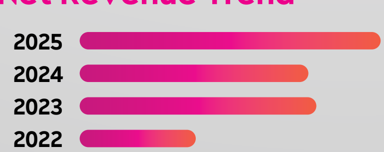
Colin is redefining its positioning as a contemporary, digital-first surface care brand by balancing strong performance credentials with emotional appeal. The brand's current focus includes:

- **Emotional Significance:** Highlighting the personal and sentimental value of household belongings, framing cleaning as a gesture of care and protection.
- **Multi-Surface Performance:** Showcasing Colin's effectiveness across a wide range of surfaces beyond glass, including refrigerators, microwaves, and other household fixtures.
- **Digital Engagement:** Leveraging digital platforms to deliver interactive content such as practical cleaning hacks, real user stories, and impactful before-and-after visuals to build stronger consumer connection and community engagement.

MORTEIN

MORTEIN

Net Revenue Trend



Brand Overview

Mortein entered the Bangladeshi market in the early 2000s and quickly established itself as a leading name in pest control, driven by the strong performance of its mosquito coils and aerosol products. After a temporary withdrawal in 2018 due to regulatory challenges, the brand returned in 2022 with updated aerosol and liquid vaporizer solutions. By the first quarter of 2025, Mortein delivered double-digit growth, signaling renewed consumer confidence. While mosquito coils historically accounted for the majority of its sales, the brand is now focused on rebuilding and expanding its footprint through a trust-based, performance-led positioning in indoor mosquito and insect control. Central to Mortein's heritage is its long-standing commitment to public health, offering protection against mosquito-borne diseases such as dengue and chikungunya and actively promoting awareness around mosquito prevention.

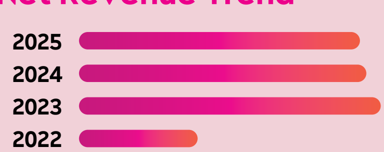
Highlights in 2025

The Mortein "On Mosa Gone" campaign was a bold, youth oriented brand initiative designed to reinforce Mortein's leadership in mosquito control by dramatizing the complete elimination of mosquitoes from everyday life. Built around the catchy phrase "On Mosa Gone" (a play on "once mosquitoes are gone"), the campaign highlighted Mortein's effectiveness in protecting families from mosquitoes that cause serious diseases such as dengue, malaria, and chikungunya—a major public health concern in Bangladesh. Through high impact TV commercials, digital films, and strong on ground and retail visibility, the campaign used humor, exaggeration, and relatable household situations to show how life becomes safer and more comfortable once mosquitoes are dealt with effectively. By combining entertainment with a clear functional message, On Mosa Gone successfully strengthened Mortein's positioning as a trusted, powerful, and reliable mosquito protection brand, while keeping the conversation relevant during peak mosquito seasons.

VEET

VEET

Net Revenue Trend



Brand Overview

Veet, a leading name in hair removal solutions, has built a strong presence in Bangladesh through a journey shaped by impactful campaigns and meaningful initiatives. Over the past two decades, the brand has focused on empowering women by encouraging confidence and self-care, while continuously evolving with changing consumer needs and leveraging digital platforms to expand its reach and deepen engagement.

Highlights in 2025

1. Veet strengthened its presence in Bangladesh by embracing digital transformation and expanding into e-commerce platforms, ensuring greater accessibility and relevance in an evolving beauty landscape. Initiatives such as the launch of the Veet Confidence Academy enabled the brand to democratize beauty knowledge and product access, significantly widening its reach and engagement across diverse consumer segments nationwide.

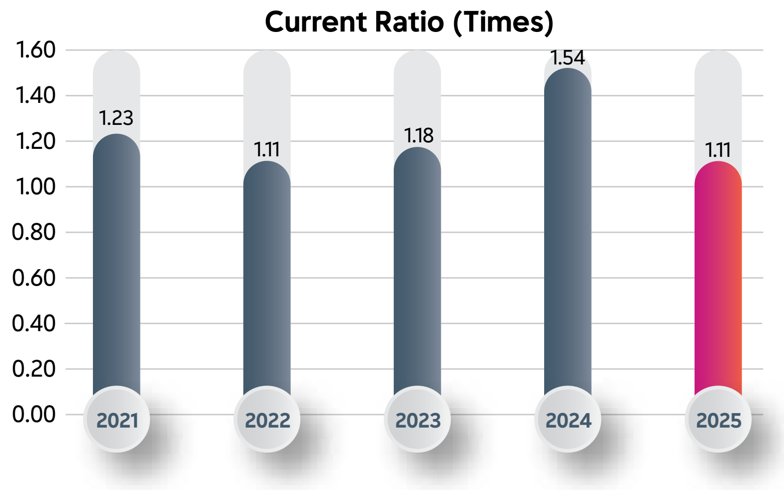
2. Veet maintained a consistent brand promise focused on achieving soft, smooth, and radiant skin. This message was reinforced through culturally resonant communication and collaborations with well-known Bangladeshi model and celebrity Masuma Rahman Nabila, helping to build a strong, credible brand identity. The continued consistency in messaging has enabled Veet to retain its position as a trusted and aspirational leader in the hair-removal category.

OUR FINANCIAL STRENGTH (FINANCIAL CAPITAL)

Shareholders' equity, debt and retained profit give us the financial resources to implement our strategy. One of the reasons Reckitt was able to deliver during 2025 was our financial structure.

BALANCE SHEET & CASHFLOW

We have free cashflow of Tk. 95 crore at the end of the year 2025. Our working capital is aligned with the high trend line of our revenue. Our inventory turnover in days increased. However, accounts payable turnover in days and accounts receivable turnover in days stayed almost the same as previous year. Our current ratio reflects a comparably high liquid position. We aim to maintain this stance to combat any emergency.



Amount in Tk. Crore

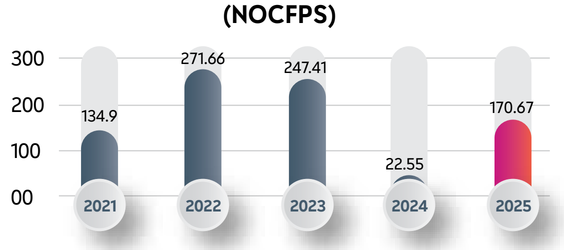
	2021	2022	2023	2024	2025
Current Asset	232.85	265.01	369.00	306.49	219.99
Current Liabilities	(189.40)	(237.71)	(312.12)	(199.21)	(198.56)
Working Capital	**43.45**	**27.31**	**56.88**	**107.28**	**21.43**

Amount in Tk. Crore

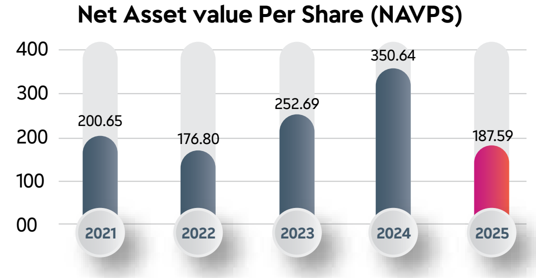
	2021	2022	2023	2024	2025
Operating Cash flow	94.14	159.24	147.42	40.45	108.72
Capex Spend	(11.44)	(13.56)	(16.74)	(15.14)	(13.90)
Free Cashflow	**82.70**	**145.68**	**130.68**	**25.31**	**94.82**

	2021	2022	2023	2024	2025
Inventory Turnover in Days					
Opening Inventory	621,618,191	584,823,587	580,077,952	581,307,147	707,506,083
Closing Inventory	584,823,587	580,077,952	581,307,147	707,506,083	828,804,228
Average Inventory	603,220,889	582,450,770	580,692,550	644,406,615	768,155,156
Cost of Sales	2,244,863,313	2,684,530,874	2,671,228,513	2,810,315,990	2,923,433,850
Average Inventory	603,220,889	582,450,770	580,692,550	644,406,615	768,155,156
Inventory Turnover Ratio	**3.72**	**4.61**	**4.60**	**4.36**	**3.81**
Days in a year	365	365	365	365	365
Inventory turnover in days	**98**	**79**	**79**	**84**	**96**
Accounts Payable Turnover in Days					
Opening trade payable	159,302,463	232,354,722	397,645,541	307,564,946	353,505,676
Closing trade payable	232,354,722	397,645,541	307,564,946	353,505,676	334,697,680
Average trade payable	195,828,593	315,000,132	352,605,244	330,535,311	344,101,678
Purchase	1,970,044,467	2,185,264,672	2,228,704,891	2,308,810,966	2,456,354,342
Average trade payable	195,828,593	315,000,132	352,605,244	330,535,311	344,101,678
Accounts payable turnover ratio	**10.06**	**6.94**	**6.32**	**6.99**	**7.14**
Days in a year	365.00	365.00	365.00	365.00	365.00
Accounts payable turnover in days	**36**	**53**	**58**	**52**	**51**
Accounts Receivable Turnover in Days					
Opening trade receivable	22,963,472	67,710,035	57,672,823	129,232,075	121,654,716
Closing trade receivable	67,710,035	57,672,823	129,232,075	121,654,716	134,765,115
Average trade receivable	45,336,754	62,691,429	93,452,449	125,443,396	128,209,916
Revenue	4,942,046,045	4,969,364,802	5,281,570,038	5,459,227,005	5,664,352,453
Average trade receivable	45,336,754	62,691,429	93,452,449	125,443,396	128,209,916
Accounts receivable turnover ratio	**109.01**	**79.27**	**56.52**	**43.52**	**44.18**
Days in a year	365	365	365	365	365
Accounts receivable turnover in days	**3**	**5**	**6**	**8**	**8**

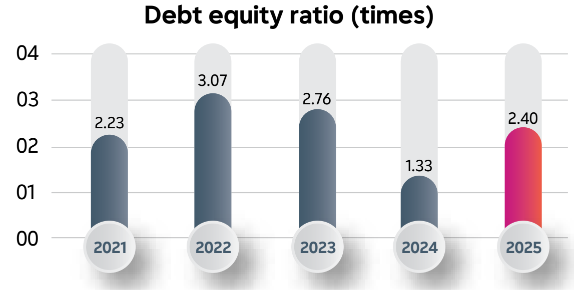
Net operating cashflow per share (NOCFPS)



Net Asset value Per Share (NAVPS)

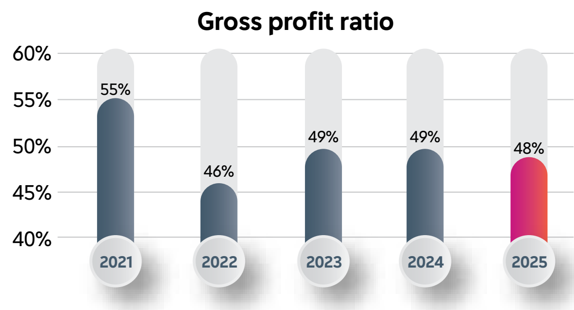


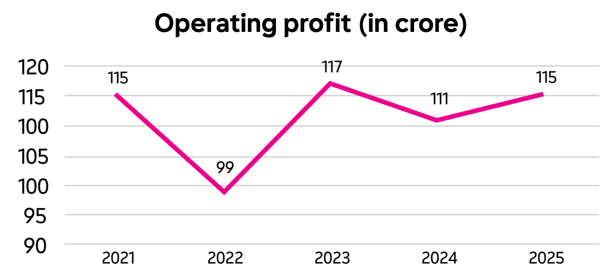
Debt equity ratio (times)



OUTCOME IN PROFIT AND LOSS ACCOUNT

While our revenue was stable throughout the last three years, gross profit ratio had decreased to 48.39%. Moreover, the company saw a rise in operating profit to Tk. 115 crore. Reckitt will continue to invest in the right portfolio of products in response to consumer demand. In alignment of this, smooth production flow is a priority for the upcoming year.





OUR STAKEHOLDERS (SOCIAL AND RELATIONSHIP CAPITAL)

MAINTAINING THE TRUST OF STAKEHOLDERS/STAKEHOLDER ENGAGEMENT

Understanding the needs and expectations of our stakeholders is central to fulfilling our Purpose.

Our long-term growth and success depend on acting in the best interests of our consumers, customers, employees, suppliers, investors, and the communities where we operate.

Our commitment to "Do the right thing. Always." guides us to act responsibly and with integrity—placing people first, pursuing new opportunities, striving for excellence, and creating shared value with all our stakeholders. We believe that strong corporate governance and actively integrating stakeholder perspectives into our decisions are essential to upholding trust, maintaining integrity, and strengthening long-term relationships.

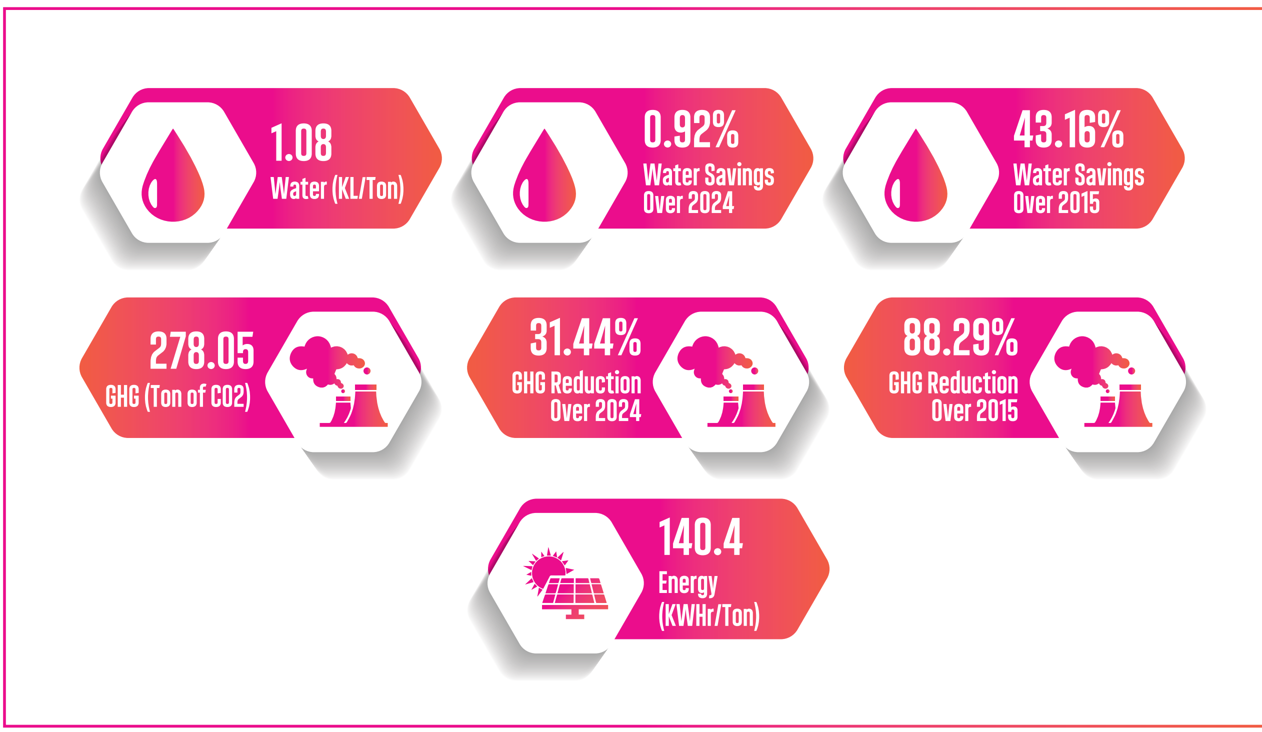
Stakeholder	Who we engage	How we engage	What the engagement creates
Our Investors	Investors provide the business with essential financial capital—both equity and debt—which enables us to carry out our strategic objectives. In return, they expect strong value creation through capital growth, dividend payments, share repurchases, or interest returns.	• Annual general meeting • Quarterly financial performance • Annual report and financial statements • Investor relations webpage • Regulatory fillings • Publishing Price Sensitive Information and Material Information	Consistent engagement helps ensure the company's strategies and objectives remain aligned with shareholder expectations, strengthening collaboration and shared purpose. This approach promotes greater transparency, supports informed decision-making, and boosts investor confidence.
Our People	Our Colleagues work together to uphold our Purpose—protecting, healing, and nurturing people as we strive toward a cleaner, healthier world.	• Global townhalls hosted by the CEO • Meetings hosted by senior leaders • Informal forums, focus groups and listening sessions with leaders • Regular News Feed on Intranet (Rubi) • Equitable growth opportunities • Emails and newsletters • Employee engagement surveys	A collaborative culture where every team member plays a vital role in our success

Stakeholder	Who we engage	How we engage	What the engagement creates
Our consumers	Putting consumers and people first is a guiding principle for our business.	• Collection of consumer insights through our sales team • Forge emotional connections with consumers through our brands	It enables us to develop products that genuinely align with consumer needs and values, strengthening brand loyalty and supporting sustainable long-term growth.
Our customers	Our partnerships with our distributors are the way in which consumers access our products.	• Regular meetings between customers and sales team executives, account managers and sustainability leaders • Customer requirement documents • Membership in industry organizations	Engaging with customers enables businesses to uncover opportunities for upselling and cross-selling, supporting revenue growth and improved profitability. Ongoing interaction also delivers real-time market insights, helping companies anticipate trends and stay competitive.
Our Suppliers and partners	Sustaining long-term partnerships with our suppliers and collaborators enables us to ensure business continuity, promote innovation, and advance our sustainability goals.	• Helpline for reporting grievances and concerns • Training • Centralised more supplier relationships and procurement activity to monitor supplier performance and enable best practice sharing • Audits and assessments	Engaging in transparent dialogue about our social and environmental expectations helps ensure shared success.
Communities	From the markets where our products are sold to the regions where we operate and source our ingredients, the communities throughout our value chain play a vital role in helping us achieve our mission of creating positive impact.	We promote large-scale behaviour change through our flagship brands; for instance, Harpic's Hygiene Curriculum helps educate millions of students.	Active participation in community initiatives strengthens the company's reputation by showcasing its dedication to social responsibility and ethical conduct. It also contributes to developing a more skilled local workforce, creating benefits for both the community and the wider industry.
Policymakers	We collaborate with public policymakers to safeguard and enhance our reputation, as well as to help shape policy and regulatory frameworks.	• Participation in workshops, trainings and seminars • Involvement in industry and trade associations	Engaging in policy development that shapes and influences our strategies, investments, operations, workforce, and the communities we serve.

OUR ENVIRONMENTAL INITIATIVES (NATURAL CAPITAL)

Reckitt's purpose is to protect, heal, and nurture as part of its unwavering commitment to creating a cleaner, healthier world. Our environmental sustainability goals guide us in maximizing our positive impact on the planet, and it is vital that we clearly demonstrate both our responsibility as a corporate citizen and the progress we make. At the Chittagong Factory, we have established a set of ambitious sustainability targets and consistently track our achievements through defined performance indicators.

2025 HIGHLIGHTS



Details on Environmental initiatives are given in our Sustainability Report on page 130-139.

FOR OUR SHAREHOLDERS

This Chapter Includes

- General Shareholder Information
- FAQ on Virtual AGM
- Shareholder Grievance Redressal
- Shareholder Information
- Dividend Information

GENERAL SHAREHOLDER INFORMATION

AGM- Date	29 June 2026
Financial Year	January 01, 2025 – December 31, 2025
Record Date	21 May 2026
Dividend recommended	173 taka per share
Dividend payment date	As per BSEC Guideline (within 30 days of approval)
Listing on Stock Exchanges	Dhaka Stock Exchange, Chittagong Stock Exchange
Stock/Scrip Code	18460
ISIN Number	BD0460RECKT2
Category	Pharmaceuticals & Chemicals
Shareholders' enquiry	Anisur Rahman anisur.rahman2@reckitt.com No. +88-02-222290770, 71 & 72 Ext. 411

FAQ ON VIRTUAL AGM

1. Why is this Annual General Meeting (AGM) in virtual?

In accordance with the Bangladesh Securities and Exchange Commission's Directive No. BSEC/ICAD/SRIC/2024/318/87 dated March 27, 2024, listed companies are permitted to organize and conduct virtual shareholder meetings via live webcast using digital platforms. To ensure the health and safety of all our valued shareholders, members, and attendees, Reckitt Benckiser (Bangladesh) PLC will hold its 65th AGM virtually using a digital platform. We believe that a virtual AGM will enhance engagement with all shareholders, regardless of their shareholding, resources, or physical location.

2. Who can participate in the AGM?

If you were a shareholder of Reckitt Benckiser (Bangladesh) PLC as of the 'Record Date' on 21st May 2026, you are eligible to participate in the AGM.

3. How can I participate in the AGM?

You can participate in the AGM online using your laptop, desktop, tablet, or smartphone. To join the virtual AGM, use the link: https://reckitt.bdvirtualagm.com. Additionally, the link will be sent to all our valued shareholders via SMS.

4. How can I submit questions/comments prior to and during the meeting?

The virtual AGM portal will be accessible 24 hours before the AGM begins. You can log into the portal to leave your questions or comments in writing or upload a voice recording for the Board. Additionally, you can submit your questions or comments in writing to the Company's designated Shareholders relations email address: Anisur.Rahman2@reckitt.com, or during the AGM by typing in the 'chat' option of the webcast.

5. How will the company address our questions/comments?

During the live AGM session, the board/management will address your questions or queries. However, Reckitt Benckiser (Bangladesh) PLC reserves the right to edit or reject questions if they are deemed profane or otherwise inappropriate.

6. How will the shareholder participate to approve the agenda?

Each agenda item will be approved by a majority of votes cast by members attending the meeting. Any agenda item receiving more votes 'IN FAVOUR' than 'AGAINST' will be passed.

7. What is the deadline for proposing the agenda?

Your proposal must be submitted before the conclusion of each agenda during the AGM.

8. What if I have technical difficulties or trouble accessing virtual meetings?

If you experience any issues accessing the virtual meeting via the link https://reckitt.bdvirtualagm.com before or during the AGM, please call +88-02-222290770, 71 & 72 Ext. 411 for assistance.

9. What if I can't attend?

Shareholders have the option to appoint a proxy to vote on their behalf.

10. How can I participate in approving the agenda in the AGM?

During the AGM, after the company secretary declares the agenda, you will have time to propose the agenda, and someone will second it.

SHAREHOLDER GRIEVANCE REDRESSAL

Reckitt Benckiser (Bangladesh) PLC is committed to maintaining smooth and interactive relationships with stakeholders. We proactively pursue a high-quality shareholder redressal policy to handle all types of grievances and complaints effectively and fairly. Reckitt Benckiser (Bangladesh) PLC also strongly believes in equitable treatment for every shareholder. We prioritize resolving shareholders' complaints and are committed to providing the appropriate mechanisms to address grievances within the time frame stipulated by the Company.

REDRESSAL FOCUS AREA

1. Handling complaints regarding the non-receipt of dividend warrants, dividend intimation letters, and cash dividends.
2. Addressing grievances related to the timely receipt of the Annual Integrated Report and half-yearly financial position.
3. Responding to queries and providing clarification on recent or upcoming price-sensitive information over the telephone, etc.
4. Providing clarification on any price-sensitive information over the telephone.
5. Managing concerns related to share dematerialization (DEMAT).

HOW WE REDRESS OUR SHAREHOLDERS GRIEVANCE

1. Complaints raised by shareholders must be addressed with courtesy and in a timely manner.
2. The Shareholders Relations team acknowledges the complaint and contacts the Shareholders to confirm their identity:
   - Shareholders BOID/Folio
   - Shareholders Name
   - Shareholders Bank Details
3. Complaints should be resolved efficiently and fairly.
4. Inform shareholders about the collection of dividend warrants that have been returned due to non-delivery by the courier.
5. Revalidate dividend warrants upon request.
6. Correct bank account information when sending dividends through the BEFTN system.
7. Reissue dividend warrants in case of failure to send dividends through the BEFTN system.
8. Issue shareholding certificates and dividend certificates as needed.
9. Settlement of dividend claim from CMSF.

REDRESSAL STATISTICS 2025

Requests received from shareholders	Ways of addressing mentioned requests
• Demat 125 shares; • Reissue 300 dividend warrants for the year 2024 (which were returned from BEFTN); • Issuance of 1807 shareholdings certificates on payment of cash dividend for income tax purpose	• Demat confirmed all the shares timely; • 300 duplicate dividend warrants for the year 2024 issued; • 1807 shareholdings certificates were issued and sent via email to the respective shareholder email address.

SUBMISSION OF GRIEVANCES

Shareholders are encouraged to send their queries

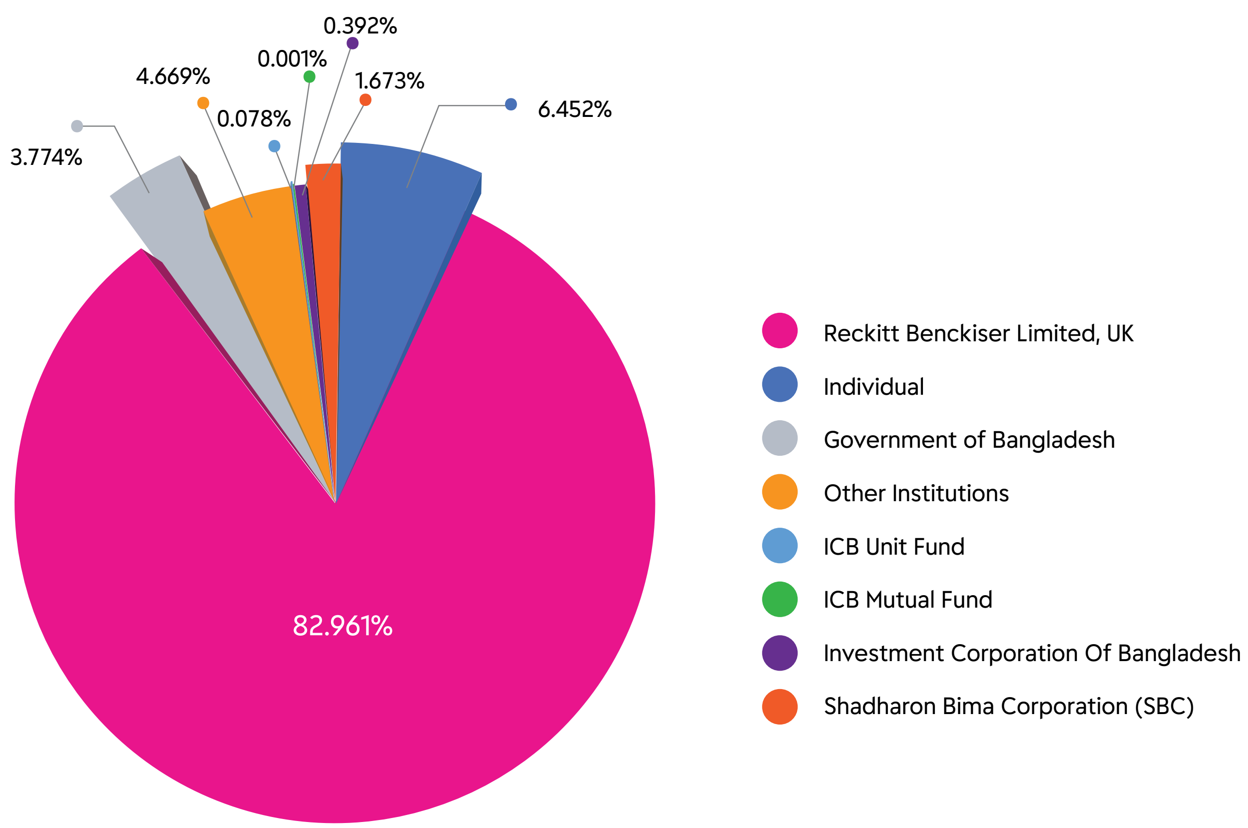
Name	Through E-mail	Through Phone	Through Postal
• Mohammad Nazmul Arefin • Md. Anisur Rahman	nazmul.arefin@reckitt.com anisur.rahman2@reckitt.com	+88-02-222290770, 71 & 72 Ext. 411 +880 1777 759121	The Glass House, 9th & 10th Floors, Plot-2, Block-SE (B), 38 Gulshan Avenue, Dhaka-1212

SHAREHOLDER INFORMATION

GENERAL INFORMATION

In Taka	Date of Issue	2025	2024
130,000 ordinary shares of Taka 10 each fully paid up in cash	11-Jan-61	1,300,000	1,300,000
20,000 ordinary shares of Taka 10 each fully paid up in other than cash	11-Jan-61	200,000	200,000
60,000 ordinary shares of Taka 10 each fully paid bonus share	26-Oct-67	600,000	600,000
70,000 ordinary shares of Taka 10 each fully paid bonus share	27-Sep-78	700,000	700,000
70,000 ordinary shares of Taka 10 each fully paid bonus share	29-Dec-79	700,000	700,000
350,000 ordinary shares of Taka 10 each fully paid bonus share	17-Dec-81	3,500,000	3,500,000
350,000 ordinary shares of Taka 10 each fully paid bonus share	24-Jan-84	3,500,000	3,500,000
350,000 ordinary shares of Taka 10 each fully paid bonus share	19-Dec-85	3,500,000	3,500,000
700,000 ordinary shares of Taka 10 each fully paid bonus share	14-Dec-87	7,000,000	7,000,000
1,050,000 ordinary shares of Taka 10 each fully paid bonus share	17-Oct-89	10,500,000	10,500,000
1,575,000 ordinary shares of Taka 10 each fully paid bonus share	16-May-96	15,750,000	15,750,000
In issue at 31 December - fully paid		47,250,000	47,250,000
Authorised			
25,000,000 ordinary shares of Taka 10 each		250,000,000	250,000,000

SHAREHOLDERS COMPOSITION



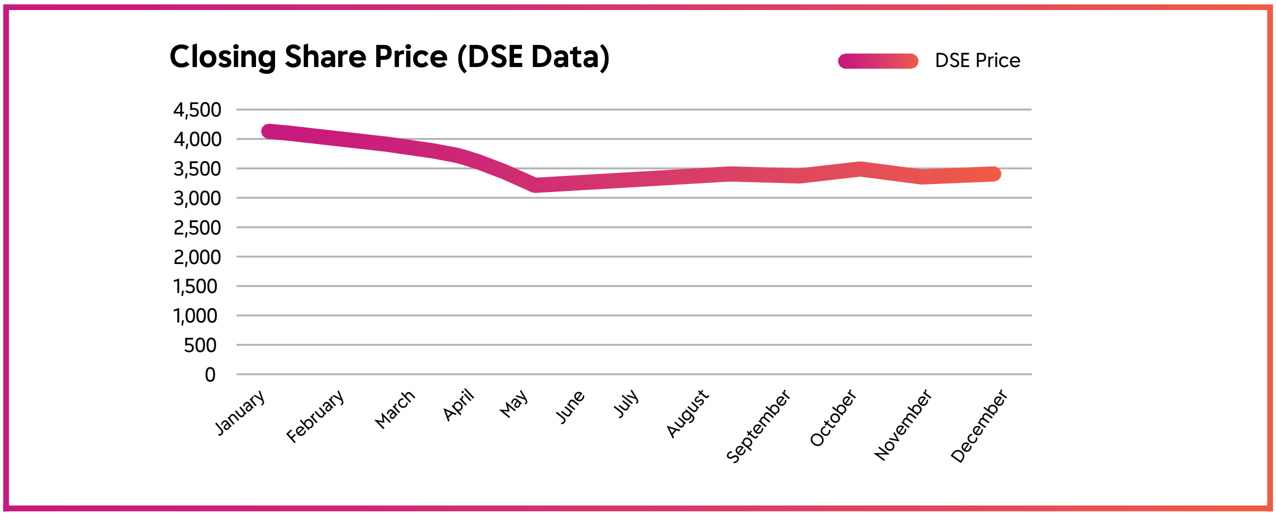
MONTH-WISE SHAREHOLDING UPDATE 2025

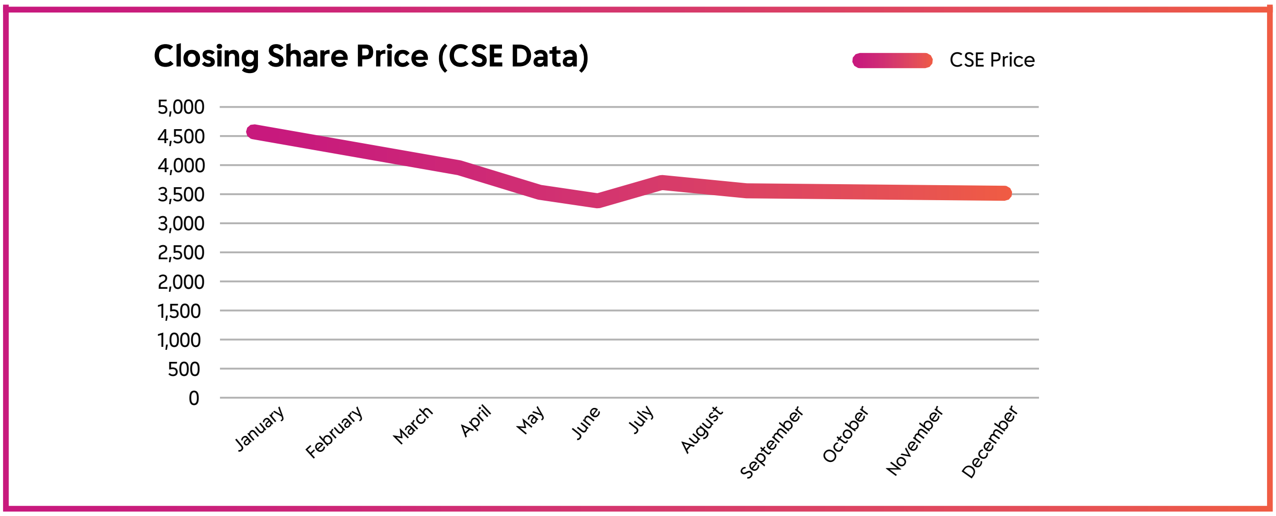
Month	Individual	Reckitt Benckiser Limited	Govt.	Institution	Foreign
January	5.069%	82.961%	3.774%	5.756%	2.440%
February	5.110%	82.961%	3.774%	5.733%	2.422%
March	5.221%	82.961%	3.774%	5.782%	2.262%
April	6.061%	82.961%	3.774%	5.784%	1.420%
May	6.104%	82.961%	3.774%	5.741%	1.420%
June	6.301%	82.961%	3.774%	5.817%	1.147%
July	6.856%	82.961%	3.774%	6.206%	0.203%
August	6.848%	82.961%	3.774%	6.320%	0.097%
September	6.806%	82.961%	3.774%	6.450%	0.009%
October	6.665%	82.961%	3.774%	6.592%	0.008%
November	6.697%	82.961%	3.774%	6.560%	0.008%
December	6.711%	82.961%	3.774%	6.546%	0.008%

SHARE PERFORMANCE 2025

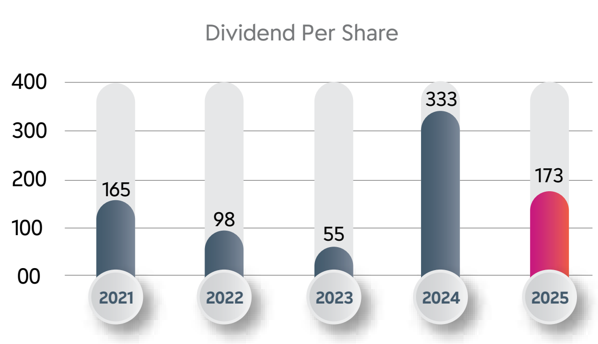
Month	Dhaka Stock Exchange			Chittagong Stock Exchange		
	High (BDT)	Low (BDT)	Close (BDT)	High (BDT)	Low (BDT)	Close (BDT)
January	4,350	4,071	4,075	4,345	4,345	4,345
February	4,185	3,990	4,000	4,128	4,128	4,128
March	4,139	3,805	3,862	4,099	3,894	3,894
April	4,258	3,679	3,679	4,230	3,752	3,752
May	3,668	3,160	3,281	3,564	3,386	3,386
June	3,400	3,260	3,341	3,375	3,180	3,220
July	3,582	3,290	3,389	3,550	3,381	3,497
August	3,490	3,343	3,439	3,497	3,300	3,375
September	3,490	3,363	3,416	3,331	3,278	3,331
October	3,600	3,325	3,523	3,331	3,331	3,331
November	3,532	3,325	3,388	3,331	3,331	3,331
December	3,518	3,335	3,424	3,331	3,331	3,331

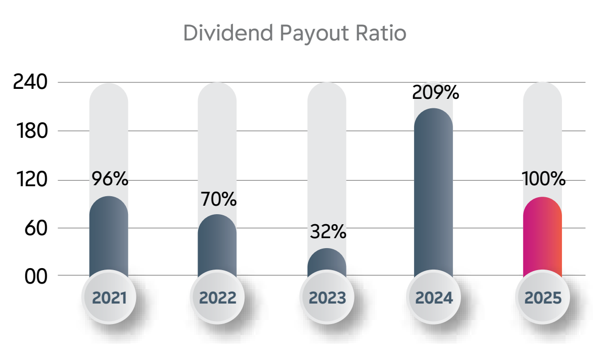
SHARE TREND





DIVIDEND INFORMATION





DIVIDEND PAYMENT INFORMATION

Year	Dividend Type	Declared Dividend	Record Date	Payment Date
2021	Final	Cash 1650%	3-April-2022	16-May-2022
2022	Final	Cash 980%	13-March-2023	10-April-2023
2023	Final	Cash 550%	25-April-2024	12-June-2024
2024	Final	Cash 3330%	29-April-2025	04-June-2025
2025	Final	Cash 1730%	21-May-2026	

FINANCIAL STATEMENTS

This Chapter Includes

- Independent Auditors Report
- Statement of financial position
- Statement of profit and loss account and other comprehensive income
- Statement of changes in equity
- Statement of cash flows
- Notes to the financial statements
- Proxy Form / Attendence Slip

Rahman Rahman Huq
Chartered Accountants
9 & 5 Mohakhali C/A
Dhaka 1212
Bangladesh

Telephone +880 2 2222 86450-2
Fax +880 2 2222 86449
Email dhaka@kpmg.com
Internet www.kpmg.com/bd

Independent Auditor's Report

To the Shareholders of Reckitt Benckiser (Bangladesh) PLC

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Reckitt Benckiser (Bangladesh) PLC (the Company), which comprise the statement of financial position as at 31 December 2025, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Company as at 31 December 2025, and of its financial performance and its cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), as applicable to audits of the financial statements of public interest entities, together with the ethical requirements that are relevant to audits of the financial statements of public interested entities in Bangladesh. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

1. Revenue recognition

Refer to the material accounting policy in Note 2.11(B) and explanatory Note 16 to the financial statements.

The Key Audit Matter	How the matter was addressed in our audit
The Company has reported total revenue of BDT 5,664.35 million (2024: BDT 5,459.23 million) for the year ended 31 December 2025. Revenue recognition has significant and wide influence on financial statements. Revenue is recognised when (or as) the Company satisfies a performance obligation by transferring a promised good to a customer. Revenue from the sale of goods is recognised when the customer obtains control of that goods at the shipping point. Revenue is measured at net of Value Added Tax (VAT) and trade spend, customer allowances for credit notes, returns and consumer coupons.	Our audit procedures in this area included, among others: • Understanding and evaluating the design and implementation of key internal financial controls related to the Company's revenue recognition and testing the operating effectiveness of such control. • Testing the sales transactions recognised shortly before and after the statement of financial position date, including the sales returns and debit notes recorded after that date, to test whether sales transactions were recorded in the correct reporting periods. • Substantive testing of revenue recorded over the period using sampling techniques, by examining the relevant supporting documents including sales orders, invoices and customer acknowledgement of truck challan and standard price list of the Company. We also confirmed customer balances at the statement of financial position date.

Rahman Rahman Huq
Chartered Accountants

Independent Auditor's Report (continued)

Key Audit Matters (continued)

1. Revenue recognition (continued)

The Key Audit Matter	How the matter was addressed in our audit
A substantial part of the Company's revenue is derived from a large number of distributors which locate over the country with relatively small amount of transactions. As a result, to obtain sufficient audit evidence, a significant amount of audit work is required. We identified revenue recognition as a key audit matter because revenue is one of the key performance indicators of the Company and therefore there is an inherent risk of manipulation of the timing of recognition of revenue by management to meet specific targets or expectations.	• Substantive procedures to check whether discounts, damage returns and incentives (offset to revenue) are recognised completely and accurately. • We have checked whether there is any unusual transactions in revenue accounts through identifying any debit entries corresponding to revenue entries that were not related to cash and bank, trade receivables or advances from customers.

2. Existence and valuation of inventory

Refer to the material accounting policy in Note 2.11(H) and explanatory Note 5 to the financial statements.

The Key Audit Matter	How the matter was addressed in our audit
The Company had inventory of BDT 828.8 million (2024: BDT 707.5 million) at 31 December 2025, held in factory, warehouses and distribution centers. There is a risk that the entity's inventory may not be completely or accurately recorded, leading to potential misstatements in the financial statements. Specifically, the inventory may not physically exist, or its condition (such as being obsolete or damaged) may not be properly identified, which could impact its valuation. Additionally, inventory is kept and distributed from different locations across the country, increasing the susceptibility to loss or misappropriation. Moreover, the process of estimating the provision for inventory is judgmental and complex, involving a high level of judgment and some manual processes. These factors create significant challenges in ensuring that the inventory is fairly presented in the financial statements. Therefore, the existence and valuation of inventory are considered a key audit matter.	Our audit procedures were designed to confirm the existence of inventories and to assess the adequacy of the Company's provisions against inventory. These procedures included: • Evaluating the key controls related to the Company's inventory process and observing the process of management's year-end inventory count. • Attending inventory counts to verify the existence and assess the condition of inventory, including identifying obsolete or damaged items, and reconciling the count results with the inventory listings to test the completeness of the data. • Assessing the methodology and management judgment used to determine the provision for inventory, recalculating the provision, and comparing the results with management's calculation.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor's report thereon. The annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

Rahman Rahman Huq
Chartered Accountants

Independent Auditor's Report (continued)

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of the financial statements that give a true and fair view in accordance with IFRS Accounting Standards as issued by the IASB, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Rahman Rahman Huq
Chartered Accountants

Independent Auditor's Report (continued)

Auditor's Responsibilities for the Audit of the Financial Statements (continued)

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

In accordance with the Companies Act 1994 and the Securities and Exchange Rules 2020, we also report the following:

a) we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit and made due verification thereof;

b) in our opinion, proper books of accounts as required by law have been kept by the Company so far as it appeared from our examination of these books; and

c) the statements of financial position and statement of profit or loss and other comprehensive income dealt with by the report are in agreement with the books of accounts and returns.

Md. Tazul Islam, Partner
Enrolment Number: 1296
Rahman Rahman Huq
Chartered Accountants
KPMG in Bangladesh
Firm Enlistment Number: CAF-001-080

Date: 30 April 2026
DVC: 2604301296AS574346

Reckitt Benckiser (Bangladesh) PLC
Statement of financial position

In Taka	Note	31 December 2025	31 December 2024
Assets			
Property, plant and equipment	3	**597,529,162**	609,420,973
Right-of-use assets	4(A)(i)	**151,449,028**	102,354,876
Advances, deposits and prepayments	7	**23,903,122**	28,811,519
Deferred tax assets	23(D)	**42,876,787**	53,005,051
Non-current assets		**815,758,099**	793,592,419
Inventories	5	**828,804,228**	707,506,083
Trade and other receivables	6	**140,086,663**	128,347,910
Advances, deposits and prepayments	7	**33,397,061**	26,493,640
Cash and cash equivalents	8	**1,197,659,174**	2,202,588,930
Current assets		**2,199,947,126**	3,064,936,563
Total assets		**3,015,705,225**	3,858,528,982
Equity			
Share capital	9	**47,250,000**	47,250,000
Retained earnings		**839,086,839**	1,609,525,709
Total equity		**886,336,839**	1,656,775,709
Liabilities			
Employee benefits	10	**-**	100,465,789
Lease liabilities	4(A)(iii)	**143,817,472**	109,141,770
Non-current liabilities		**143,817,472**	209,607,559
Trade and other payables	11	**1,788,961,940**	1,710,925,241
Employee benefits	10	**11,132**	10,800,237
Lease liabilities	4(A)(iii)	**38,938,095**	21,219,179
Current tax liabilities	12	**150,313,535**	174,239,726
Loans and borrowings	13	**-**	69,327,140
Unclaimed dividend	14(A)	**7,326,212**	5,634,191
Current liabilities		**1,985,550,914**	1,992,145,714
Total liabilities		**2,129,368,386**	2,201,753,273
Total equity and liabilities		**3,015,705,225**	3,858,528,982

The notes on pages 220 to 274 are an integral part of these financial statements.

Istiaque Ahmad	**Jamal Yusuff Zuberi**	**Vishal Gupta**	**Md. Nazmul Arefin**
Director	Director	Managing Director	Company Secretary

As per our report of same date.

Md. Tazul Islam, Partner
Enrolment Number: 1296
Rahman Rahman Huq
Chartered Accountants
KPMG in Bangladesh
Firm Enlistment Number: CAF-001-080
DVC: 2604301296AS574346

Dhaka, 30 April 2026

Reckitt Benckiser (Bangladesh) PLC
Statement of profit or loss and other comprehensive income

For the year ended 31 December In Taka	Note	2025	2024
Revenue	16	**5,664,352,453**	5,459,227,005
Cost of sales	17	**(2,923,433,850)**	(2,810,315,990)
Gross profit		**2,740,918,603**	2,648,911,015
Other income	18	**10,994,663**	8,448,337
Operating expenses	19	**(1,597,679,259)**	(1,548,916,667)
Impairment (loss)/gain reversal on trade receivables	6(A)(ii)	**197,123**	(184,391)
Operating profit		**1,154,431,130**	1,108,258,294
Finance income	20	**33,133,133**	51,217,170
Finance costs	21	**(45,544,537)**	(80,743,759)
Profit before tax and contribution to WPPF		**1,142,019,726**	1,078,731,705
Contribution to WPPF	22	**(54,381,892)**	(51,368,176)
Profit before tax		**1,087,637,834**	1,027,363,529
Income tax expense	23(A)	**(270,551,619)**	(275,279,079)
Profit for the year		**817,086,215**	752,084,450
Other comprehensive income			
Remeasurement loss of defined benefit plan	10(A)	**(17,625,106)**	(36,740,000)
Related tax	23(D)	**3,525,021**	7,348,000
Other comprehensive loss for the year, net of tax		**(14,100,085)**	(29,392,000)
Total comprehensive income for the year		**802,986,130**	722,692,450
Earnings per share			
Basic earnings per share (Taka)	24(A)	**172.93**	159.17

The notes on pages 220 to 274 are an integral part of these financial statements.

Istiaque Ahmad	**Jamal Yusuff Zuberi**	**Vishal Gupta**	**Md. Nazmul Arefin**
Director	Director	Managing Director	Company Secretary

As per our report of same date.

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Dhaka, 30 April 2026

Reckitt Benckiser (Bangladesh) PLC
Statement of changes in equity

For the year ended 31 December 2025

		Attributable to the owners of the Company		
In Taka	Note	Share capital	Retained earnings	Total
Balance at 1 January 2024		**47,250,000**	**1,146,708,259**	**1,193,958,259**
Total comprehensive income for the year				
Profit for the year 2024		-	752,084,450	752,084,450
Other comprehensive loss for the year		-	(29,392,000)	(29,392,000)
Total comprehensive income for the year		**-**	**722,692,450**	**722,692,450**
Transactions with owners of the Company				
Contributions and distributions				
Final dividend for the year 2023	9(C)	-	(259,875,000)	(259,875,000)
Total transactions with owners of the Company		**-**	**(259,875,000)**	**(259,875,000)**
Balance at 31 December 2024		**47,250,000**	**1,609,525,709**	**1,656,775,709**
Balance at 1 January 2025		**47,250,000**	**1,609,525,709**	**1,656,775,709**
Total comprehensive income for the year				
Profit for the year 2025		-	817,086,215	817,086,215
Other comprehensive loss for the year		-	(14,100,085)	(14,100,085)
Total comprehensive income for the year		**-**	**802,986,130**	**802,986,130**
Transactions with owners of the Company				
Contributions and distributions				
Final dividend for the year 2024	9(C)	-	(1,573,425,000)	(1,573,425,000)
Total transactions with owners of the Company		**-**	**(1,573,425,000)**	**(1,573,425,000)**
Balance at 31 December 2025		**47,250,000**	**839,086,839**	**886,336,839**

The notes on pages 220 to 274 are an integral part of these financial statements.

Reckitt Benckiser (Bangladesh) PLC
Statement of cash flows

For the year ended 31 December In Taka	Note	2025	2024
Cash flows from operating activities			
Receipts from customers		**6,833,378,980**	6,605,759,001
Payment to suppliers, employees and others		**(5,746,137,952)**	(6,201,215,936)
Cash generated from operating activities		**1,087,241,028**	404,543,065
Income tax paid	12	**(280,824,525)**	(298,014,648)
Net cash from operating activities	**29**	**806,416,503**	106,528,417
Cash flows from investing activities			
Acquisition of property, plant and equipment	3	**(138,989,107)**	(151,440,941)
Proceeds from sale of property, plant and equipment		**2,034,783**	1,965,910
Income from investment during the year		**34,881,605**	50,346,851
Net cash used in investing activities		**(102,072,719)**	(99,128,179)
Cash flows from financing activities			
Dividends paid	14	**(1,576,641,482)**	(646,332,608)
Principal payments of lease	4(v)	**(37,544,517)**	(37,003,944)
Interest payments for lease liabilities	4(v)	**(17,032,702)**	(9,763,331)
Net (payment)/increase in loans and borrowings	13	**(69,327,140)**	38,336,451
Finance cost paid		**(8,727,699)**	(69,538,333)
Net cash used in financing activities		**(1,709,273,540)**	(724,301,765)
Net increase in cash and cash equivalents		**(1,004,929,756)**	(716,901,527)
Cash and cash equivalents at 1 January		**2,202,588,930**	2,919,490,457
Effect of exchange rate changes in cash and cash equivalents		**-**	-
Cash and cash equivalents at 31 December		**1,197,659,174**	2,202,588,930

The notes on pages 220 to 274 are an integral part of these financial statements.

Reckitt Benckiser (Bangladesh) PLC
Notes to the financial statements

1. Reporting entity

1.01 Company Profile

Reckitt Benckiser (Bangladesh) PLC ("the Company") is a public limited company which was incorporated on 15 April 1961 in erstwhile East Pakistan (became independent in 1971 as Bangladesh) under the Companies Act 1913 (as amended in 1994) as "Robinson's Foods (Pakistan) Limited". The name of the Company was changed to "Robinson's Foods (Bangladesh) Limited" under a special resolution on 24 August 1972. In 20 March 1986 in an extra-ordinary general meeting the name of the Company was again changed to Reckitt & Colman Bangladesh Limited. Finally, after the merger with Benckiser, in accordance with parent company, the name of the Company was again changed to Reckitt Benckiser (Bangladesh) Limited, under an extra-ordinary general meeting held on 9 November 2000. The name of the company was further changed to Reckitt Benckiser (Bangladesh) PLC as per requirement of the Companies Act 1994 as amended in 2020 which had been granted by RJSC based on the application submitted on 29th September 2021. The Company's shares are listed on Dhaka Stock Exchange PLC and Chittagong Stock Exchange PLC.

Reckitt Benckiser Limited, UK has 82.96% shareholding of the Company, therefore it is the parent and ultimate controlling party of Reckitt Benckiser (Bangladesh) PLC.

The address of the Company's registered office is 58/59 Nasirabad Industrial Area, Chittagong and the corporate office is The Glass House, 9th & 10th floor, Plot # 02, Block # SE (B), 38, Gulshan Avenue, Dhaka-1212.

1.02 Principal activities and nature of business

The Company is engaged in manufacturing and marketing of "household and toiletries" and "pharmaceuticals" products under the brand name of Harpic, Dettol, Lysol, Trix, Vanish, Veet, Mortein and Mr. Brasso in Bangladesh. The company's manufacturing plant is situated at Nasirabad, Chittagong. The Company sells its products through its sales depots located at Dhaka and Chittagong.

2. Basis of preparation and material accounting policies

2.01 Statement of compliance and basis of preparation

The financial statements have been prepared in accordance with International Financial Reporting Standards (IFRSs), Companies Act 1994, the Securities and Exchange Rules 2020 and other applicable laws and regulations.

2.02 Components of the financial statements

Being the general purpose financial statements, the presentation of these financial statements is in accordance with the guidelines provided by IAS 1: "Presentation of Financial Statements". The financial statements comprise of the following:

i. Statement of Financial Position, as at 31 December 2025

ii. Statement of Profit and Loss and Other Comprehensive Income, for the year ended 31 December 2025

iii. Statement of changes in equity, for the year ended 31 December 2025

iv. Statement of cash flows, for the year ended 31 December 2025

v. Notes to the financial statements, comprising a summary of material accounting policies and other explanatory information to the financial statements.

Notes to the financial statements (continued)

2.03 Date of authorisation

This financial statements is authorised for issue by the Company's board of directors on 30 April 2026.

2.04 Reporting period

The financial statements of the Company cover twelve months period from 1 January to 31 December and is followed consistently.

2.05 Comparative Information

Comparative Information has been disclosed for all numercial, narrative and descriptive information, where it is relevant for understanding of the current year financial statements. Where selecting and applying new accounting policies, changes in accounting policies applied, correction of errors, the amounts involved are accounted for and disclosed in accordance with the requirement of IAS 8: Accounting Policies, Changes in Accounting Estimates and Errors. Comparative figures have been rearranged/reclassified wherever considered necessary, to ensure better comparability with the current year financial statements and to comply with relevant IFRSs.

2.06 Functional and presentational currency

The functional currency of Reckitt Benckiser (Bangladesh) PLC is considered to be Taka/Tk./BDT because that is the currency of the primary economic environment in which the Company operates. All amounts have been rounded to the nearest taka, unless otherwise indicated.

2.07 Use of judgements and estimates

In preparing these financial statements, management has made judgements and estimates about the future, including climate-related risks and opportunities, that affect the application of the Company's accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis and are consistent with the Company's risk management and climate-related commitments where appropriate. Revisions to estimates are recognised prospectively.

A. Judgements

Information about judgements made in applying accounting policies that have the most significant effects on the amounts recognised in the financial statements is included in the following notes:

- Lease term: whether the Company is reasonably certain to exercise extension options.
- Provision for inventory obsolescence and impairment loss reversal on trade receivable
- Gratuity
- Useful life of depreciable assets

B. Assumptions and estimation uncertainties

Information about assumptions and estimation uncertainties at reporting date that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next financial year is included in the following notes:

Notes to the financial statements (continued)

2.07 Use of judgements and estimates (continued)

B. Assumptions and estimation uncertainties (continued)

- Note 2.11 (I) and Note 3 - useful life of property, plant and equipment;
- Note 4(A)(i) and (iii) - right of use assets and lease liabilities;
- Note 5 - provision for inventory obsolescence;
- Note 6(A)(ii) - expected credit loss on trade receivables;
- Note 10 - measurement of defined benefit obligations: key actuarial assumptions;
- Note 12 - current tax liabilities;
- Note 16 and Note 11 - revenue recognition: estimate of expected returns;
- Note 23 (D) - recognition of deferred tax assets: availability of future taxable profit against which deductible temporary differences and tax losses carried forward can be utilised;
- Note 30 - commitments; and
- Note 31 - contingent liabilities- likelihood and magnitude of outflow of resources to measure provisions and contingencies

2.08 Basis of measurement

The financial statements of the Company have been prepared on historical cost basis except for inventory, trade receivables, net defined benefit (asset)/liability (the fair value of plan assets less the present value of the defined benefit obligation) and right-of-use assets and lease liabilities for which the measurement basis is the fair value.

2.09 Going concern

The financial statements of the Company have been prepared on a going concern basis. As per management assessment there are no uncertainties related to events or conditions which may cast significant doubt upon Company's ability to continue as a going concern.

Management has also considered the impact of the ongoing geopolitical tensions in the Middle East and the conflict involving the USA and alliance in its going concern assessment. Based on the information currently available, these developments have not caused any disruption to the Company's supply chain, nor have they affected selling prices or cost structures. Accordingly, management believes that the use of the going concern basis of accounting remains appropriate.

2.10 Accrual basis

The Company prepares its financial statements, except for cash flow information, using the accrual basis of accounting. Since the accrual basis of accounting is used, the Company recognizes items as assets, liabilities, equity, income and expenses (the elements of financial statements) when they satisfy the definitions and recognition criteria for those elements in the IFRS conceptual Framework.

2.11 Material accounting policies

The Company has consistently applied the following accounting policies to all periods presented in these financial statements, except if mentioned otherwise.

Set out below is an index of the significant accounting policies, the details of which are available on the pages that follow.

Notes to the financial statements (continued)

2.11 Material accounting policies (continued)

A. Foreign currency

Transactions denominated in foreign currencies are translated using exchange rates prevailing at the date of transactions. Foreign exchange gains and losses resulting from the settlement of foreign currency transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Statement of Profit or Loss and Other Comprehensive Income.

B. Revenue recognition

The Company recognises as revenue the amount that reflects the consideration to which the Company expects to be entitled in exchange for goods or services when (or as) it transfers control to the customer. To achieve that core principle, the Company follows the five-step model as below :

- Identify the contract with a customer;
- Identify the performance obligations in the contract;
- Determine the transaction price;
- Allocate the transaction price to the performance obligations in the contract; and
- Recognise revenue when (or as) the entity satisfies a performance obligation.

Considering the five steps model, the Company recognises revenue when (or as) the Company satisfies a performance obligation by transferring a promised good to a customer. Goods is considered as transfer when (or as) the customer obtains control of that goods. Customers obtain control of goods when the goods are delivered to and have been accepted their premises. Invoices are generated when the goods are dispatched. Net Revenue is recognised when the goods are delivered and have been accepted by customers at their premises.

For contracts that permit the customer to return an item, revenue is recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur.

Notes to the financial statements (continued)

2.11 Material accounting policies (continued)

B. Revenue recognition (continued)

Therefore, net revenue from the sale of goods is measured at the fair value of the consideration received or receivable, net of Value Added Tax (VAT), trade spend, customer allowances for credit notes, returns and consumer coupons. The methodology and assumptions used to estimate credit notes, returns and consumer coupons are monitored and adjusted regularly in the light of contractual and legal obligations, historical trends, past experience and projected market conditions. Value Added Tax and other sales taxes are also excluded from revenue.

The consideration promised in a contract with a customer may include fixed amounts, variable amounts or both. The Company considers past customary business practices when making this determination. The consideration can vary because of discounts, rebates, refunds, credits, price concessions, incentives, or other similar items. The Company estimates variable consideration by using the most likely amount, which is the single most likely amount in a range of possible consideration amounts.

Revenue is recognised net of an estimated provision for expected product returns, assessed as part of variable consideration under IFRS 15. The return provision is measured using historical return trends, projected market conditions, and known product-specific factors within the active returns window. Estimates are reassessed at each reporting date, with adjustments recognised in revenue as changes in expected returns occur.

C. Employee benefits

i. Short-term employee benefits

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

ii. Defined contribution plans (provident fund)

The Company operates a recognised provident fund in which employees contribute 10% of their basic salary and the company also contributes same. The Company has no legal or constructive obligation to pay further amounts. The Fund is managed by a Board of Trustees. Obligations for contributions to the recognised provident fund are recognised in the statement of profit or loss and other comprehensive income in the period during which related services are rendered by employees.

iii. Defined benefit plans (gratuity)

The Company operates a funded gratuity scheme which has been approved by the National Board of Revenue as a recognized gratuity fund with effect from 04 April 2021. Employees are entitled to gratuity benefits after completion of three years of service with the company. The gratuity shall be calculated based on seven days of the last drawn monthly basic salary for each completed year of service. In addition, for service from more than 3 years up to 10 years, employees shall be entitled to one month's last drawn salary for each completed year of service, and for service beyond 10 years, employees shall be entitled to 1.5 times one month's last drawn salary for each completed year of service. The Company's expense related to gratuity is estimated on a yearly basis and the amount is transferred to the fund and charge to expense of the Company.

Notes to the financial statements (continued)

2.11 Material accounting policies (continued)

C. Employee benefits (continued)

iii. Defined benefit plans (gratuity) (continued)

The calculation of defined benefit obligation was performed this year by a qualified actuarial firm using the Projected Unit Credit (PUC) method to assess the Plan's liabilities. All actuarial gains and losses are recognised immediately in the retained earnings through an account known as the Other Comprehensive Income. Relevant tax impacts of such remeasurements are also recognised immediately in Other Comprehensive Income. The actuarial calculations was performed according to IAS 19 - Employee benefits. The company determines the net interest expense (income) on the net defined benefit liability (asset) for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period to the then-net defined benefit liability (asset) taking into account any changes in the net defined benefit liability (asset) during the period as a result of contribution and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

iv. Workers' Profit Participation Fund

The Company operates a Fund for workers as Workers' Profit Participation and Welfare Fund (the "WPPF") and provides for 5% of net profit before charging such expense in accordance with section 234 of Bangladesh Labour Act 2006 (amended in 2013, 2015, 2018, 2023 and 2025), if any. The Company recognises the contribution to the Fund as short term employee benefits.

The fund is managed by a Board of Trustees and required fund for Workers' Profit Participation and Welfare Fund has been disbursed for the year up to 31 December 2024 to the bank account of the Trustee Board and Government Welfare Fund in compliance with the said Act.

D. Finance income and finance cost

i. Finance income

Finance income comprises interest income on funds invested. Interest income is recognised as it accrues in statement of profit or loss and other comprehensive income using the effective interest method.

ii. Finance cost

Finance costs comprise interest expense on borrowings and foreign exchange gain or loss.

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss using the effective interest method.

E. Income tax

Income tax expense comprises current and deferred tax. Current tax and deferred tax is recognised in profit or loss except to the extent that it relates to items recognised directly in equity or in other comprehensive income.

i. Current tax

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years. Provision for current tax expenses has been made on the basis of Income Tax Act 2023 (as amended up to date). Currently, the applicable tax rate is 20% on taxable profit.

ii. Deferred tax

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.

Notes to the financial statements (continued)

2.11 Material accounting policies (continued)

ii. Deferred tax (continued)

Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to taxes levied by the same tax authority.

A deferred tax asset is recognised for unused tax losses, tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

F. Share capital

Only ordinary shares are classified as equity. Incremental cost directly attributable to the issue of ordinary shares are recognised as a deduction from equity, net of any tax effects.

Paid up share capital represents total amount contributed by the shareholders and bonus shares, if any, issued by the Company to the ordinary shareholders. Holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to vote at shareholders' meetings. In the event of a winding up of the Company, ordinary shareholders rank after all other shareholders and creditors and are fully entitled to any residual proceeds of liquidation.

G. Dividend distribution

Dividends to the Company's shareholders are recognised as a liability in the period in which the dividends are approved by the company's shareholders at the Annual General Meeting. Interim dividends are recorded in the period in which they are approved and paid. The Company may issue bonus share as a part of stock dividend in any financial year, subject to approval from the board and Company's shareholders at the Annual General Meeting.

H. Inventories

Inventories are measured at the lower of cost and net realisable value. The cost of inventories includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their existing location and condition. In case of manufactured inventories and work-in-progress, cost includes an appropriate share of production overheads based on normal operating capacity.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated cost of completion and selling expenses.

Inventory in transit represents the cost incurred for the items that were not received up to the date of statement of financial position. Inventory losses and abnormal losses are recognised as expenses.

I. Property, plant and equipment

i. Recognition and measurement

Property, plant and equipment (PPE) is recognised as an asset if it is probable that future economic benefits associated with the asset will flow to the entity and the cost of the item can be measured reliably.

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses, if any.

Notes to the financial statements (continued)

2.11 Material accounting policies (continued)

I. Property, plant and equipment (continued)

i. Recognition and measurement (continued)

The cost of an item of property, plant and equipment comprises its purchase price, import duties and non-refundable taxes, after deducting trade discount and rebates, and any costs directly attributable to bringing the assets to the location and condition necessary for it to be capable of operating in the intended manner. Cost also includes initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located.

ii. Subsequent costs

The cost of replacing or upgrading part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the company and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day to day repair and maintenance costs of the property, plant and equipment are expensed in statement of profit or loss and other comprehensive income as incurred.

iii. Derecognition

An asset is derecognised on disposal or when no future economic benefits are expected from its use and disposal. Gains and losses on the disposal of property, plant and equipment are determined by comparing the asset's carrying value with any sale proceeds and are included in the statement of profit or loss and other comprehensive income.

iv. Depreciation

Items of property, plant and equipment are depreciated from the month they are available for use while no depreciation is charged for the month in which an asset is disposed off.

Depreciation is calculated to write off the cost of items of property, plant and equipment less their estimated residual values using the straight-line basis over their estimated useful lives. Depreciation is generally recognised in profit or loss, unless the amount is included in the carrying amount of another asset. Land is not depreciated except for leasehold land.

The estimated useful lives for the current and comparative years of significant items of property, plant and equipment are as follows:

Particulars of Property, plant and equipment	Estimated Useful Life
Leasehold land	The lower of 50 years or the life of the lease
Buildings	5-45 years
Plant and machinery	1-8 years
Furniture, fixtures and equipment	1-20 years
Computers	1-3 years
Vehicles	4-5 years

Depreciation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

v. Impairment

Recognition

Property, plant and equipment is reviewed for impairment if events or changes in circumstances indicate that the carrying amount may not be appropriate. Freehold land is reviewed for impairment on an annual basis. If an indication of impairment is identified at any time (not only during the annual review), the Company estimates the asset's recoverable amount. If the recoverable amount is below the asset's carrying amount, the assets are written off to its recoverable amount. Impairment losses, if any, are recognised in the statement of profit or loss and other comprehensive income.

Notes to the financial statements (continued)

2.11 Material accounting policies (continued)

V. Impairment (continued)

Recoverable amount

The recoverable amount of asset is the greater of fair value less costs to sell or its value in use. The estimated future cash flows are discounted to their present value using a discount rate which reflects the current market assessment of the time value of money and risk specific to the asset to determine the value in use.

Reversal of impairment

An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation, if no impairment loss had been recognised.

J. Asset under construction

Asset under construction represents the cost incurred for acquisition and/or construction of items of property, plant and equipment that are not ready for use. Asset under construction is recorded at cost to the extent of expenditure incurred to date of statement of financial position. The amount of asset under construction is transferred to appropriate asset category and depreciated when the asset is completed and commissioned.

K. Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

i. Recognition and initial measurement

Trade receivables and debt securities issued are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Company becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus, for an item not at FVTPL, transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

ii. Classification and subsequent measurement

Financial assets

On initial recognition, a financial asset is classified as measured at: amortised cost; FVOCI – debt investment; FVOCI – equity investment; or FVTPL.

Financial assets are not reclassified subsequent to their initial recognition unless the Company changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

Notes to the financial statements (continued)

2.11 Material accounting policies (continued)

K. Financial instruments (continued)

ii. Classification and subsequent measurement (continued)

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Company may irrevocably elect to present subsequent changes in the investment's fair value in OCI. This election is made on an investment-by-investment basis.

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Company may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial assets – Business model assessment

The Company makes an assessment of the objective of the business model in which a financial asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice. These include whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of any related liabilities or expected cash outflows or realising cash flows through the sale of the assets;
- how the performance of the portfolio is evaluated and reported to the Company's management; the risks that affect the performance of the business model (and the financial assets held within that business model) and how those risks are managed;
- how managers of the business are compensated – e.g. whether compensation is based on the fair value of the assets managed or the contractual cash flows collected; and
- the frequency, volume and timing of sales of financial assets in prior periods, the reasons for such sales and expectations about future sales activity.

Financial assets – Subsequent measurement and gains and losses

Financial assets at FVTPL	These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in profit or loss.
Financial assets at amortised cost	These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.
Debt investments at FVOCI	These assets are subsequently measured at fair value. Interest income calculated using the effective interest method, foreign exchange gains and losses and impairment are recognised in profit or loss. Other net gains and losses are recognised in OCI. On derecognition, gains and losses accumulated in OCI are reclassified to profit or loss.

Notes to the financial statements (continued)

2.11 Material accounting policies (continued)

K. Financial instruments (continued)

ii. Classification and subsequent measurement (continued)

Equity investments at FVOCI	These assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are never reclassified to profit or loss.

Financial assets are derecognised when-

- the contractual rights to the cash flows from the asset expire or are settled, or
- substantially all the risks and rewards of the ownership of the asset are transferred to another party, or
- control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

Financial assets includes cash and cash equivalents, trade and other receivables, investment.

(a) Cash and cash equivalents

Cash and cash equivalents comprise cash balances and all cash deposits with maturities of three months or less that are subject to an insignificant risk of changes in their fair value, and are used by the Company in the management of its short-term commitments.

The Company refrains from using petty cash for day-to-day expenses. Petty expenses are assigned to third party vendors.

(b) Trade and other receivables

Trade and other receivables are recognised initially at the invoice amount when there is no significant financing component. Subsequent to initial recognition they are measured at the remaining amount less expected credit loss at the year end, which is made at the discretion of the management as per the credit policy.

There is no significant financing component in the trade and other receivables.

(c) Short term investments

Short term investment consists of fixed deposits with maturity of less than 90 days. The Company has the positive intent and ability to hold FDR to maturity, and such financial assets are carried at amortised cost. Subsequent to initial recognition, these financial assets are measured at amortised cost using the effective interest method, less any impairment losses.

Financial liability

All financial liabilities are initially recognised at transaction price at which the Company becomes a party to the contractual provisions of the liability.

The Company derecognises a financial liability when its contractual obligations are discharged or cancelled or expired.

Financial liabilities include trade and other payables, loans and borrowings etc.

(a) Trade and other payables

The Company recognises a trade and inter-company payables when its contractual obligations arising from past events are certain and the settlement of which is expected to result in an outflow from the entity of resources embodying economic benefits.

Notes to the financial statements (continued)

2.11 Material accounting policies (continued)

K. Financial instruments (continued)

ii. Classification and subsequent measurement (continued)

(b) Loans and borrowings

The Company recognises loans and borrowings when its contractual obligations arising from past events are certain and derecognises when its contractual obligations are discharged or cancelled, or expire. The Company also derecognises loans and borrowings when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

L. Impairment

i. Non-derivative financial assets

The Company recognises loss allowances for Expected Credit Loss (ECL) on:

- financial assets measured at amortised cost;
- debt investments measured at FVOCI; and
- contract assets.

Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the assets.

The Company measures loss allowances at an amount equal to lifetime ECLs, except for the following, which are measured at 12-month ECLs:

- debt securities that are determined to have low credit risk at the reporting date; and
- other debt securities and bank balances for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

Loss allowances for trade receivables and contract assets are always measured at an amount equal to lifetime ECLs

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Company considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Company's historical experience and informed credit assessment and including forward-looking information.

ii. Measurement of ECLs

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Company expects to receive). ECLs are discounted at the effective interest rate of the financial asset.

Credit loss allowance is determined via a three step process-

- Generic Bad debt provision- fixed 0.25% ECL to Total trade receivables. It's an estimate for overall risk, based on historical trends, risk factors, and expected credit losses across a broad portfolio of receivables.
- Specific Bad debt provision- reviewed on a monthly basis
- Write off- reviewed quarterly basis

Moreover, specific bad debt provisions are recorded to cover anticipated credit losses on identifiable receivables that are considered doubtful or collectible, based on objective evidence. It reflects the expected loss on particular accounts rather than general estimation.

Notes to the financial statements (continued)

2.11 Material accounting policies (continued)

M. Leases

The Company has various lease arrangements for floor spaces at buildings (such as offices and warehouses). Lease terms are negotiated on an individual basis locally and subject to domestic rules and regulations. At the inception of a lease contract, the Company assesses whether the contract conveys the right to control the use of an identified asset for a certain period in exchange for consideration, in which case it is identified as a lease. To assess whether a contract conveys the right to control the use of an identified asset, the Company uses the definition of a lease in IFRS 16.

i. As a lessee

At commencement or on modification of a contract that contains a lease component, the Company allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices. However, for the leases of property the Company has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

Right-of-use assets

The Company recognises a right-of-use asset at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Company by the end of the lease term or the cost of the right-of-use asset reflects that the Company will exercise a purchase option. Right-of-use assets are depreciated over the shorter of the lease term and their useful lives unless it is reasonably certain that the Company will obtain ownership by the end of the lease term. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

Lease liabilities

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company's incremental borrowing rate. Generally, the Company uses its incremental borrowing rate as the discount rate.

The Company determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Company is reasonably certain to exercise, lease payments in an optional renewal period if the Company is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Company is reasonably certain not to terminate early.

Subsequent to initial recognition lease liabilities are increased by the interest costs on the lease liabilities and decreased by lease payments made. Lease liabilities held are remeasured to account for revised future payments.

Notes to the financial statements (continued)

2.11 Material accounting policies (continued)

M. Lease (continued)

ii. Short-term leases and leases of low-value assets

The Company has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets and short-term leases.

Low value leases are those with an underlying asset value of USD 5,000 or less. Low-value leases can either be capitalised in accordance with this policy or expensed as incurred.

Short-term leases are those with a duration (at inception) of 1 year or less. The Company recognises the lease payments associated with these leases as an operating expense on a straight-line basis over the lease term.

N. Provisions

A provision is recognised in the statement of financial position when the company has a legal or constructive obligation as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Provision is ordinarily measured at the best estimate of the expenditure required to settle the present obligation at the date of statement of financial position. Where the effect of time value of money is material, the amount of provision is measured at the present value of the expenditures expected to be required to settle the obligation. The expense relating to a provision is presented in the statement of profit or loss net of any reimbursement.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits are required to settle the obligation, the provisions are reversed.

O. Contingencies

i. Contingent liability

Contingent liability is a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

Contingent liability should not be recognised in the financial statements, but may require disclosure. A provision should be recognised in the period in which the recognition criteria of provision have been met.

ii. Contingent asset

Contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

A contingent asset must not be recognised. Only when the realisation of the related economic benefits is virtually certain should recognition take place provided that it can be measured reliably because, at that point, the asset is no longer contingent.

P. Earnings per share

The Company presents basic and diluted (when dilution is applicable) earnings per share (EPS) for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company with the weighted average number of ordinary shares outstanding during the period, adjusted for the effect of change in number of shares for bonus issue.

Notes to the financial statements (continued)

2.11 Material accounting policies (continued)

P. Earnings per share (continued)

Diluted EPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding, for the effects of all dilutive potential ordinary shares. However, dilution of EPS is not applicable for these financial statements as there was no potential dilutive ordinary shares at the reporting date.

Related disclosure of earnings per share has been provided in Note (24).

Q. Related party disclosure

As per International Accounting Standard (IAS) 24: "Related Party Disclosures", parties are considered to be related if one of the party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions. The Company carried out transactions in the ordinary course of business on an arm's length basis at commercial rates with its related parties. Related disclosures have been provided in note (26).

R. Segment reporting

An operating segment is a component of the Company that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Company's other components, whose operating results are reviewed regularly by the Company's management committee (being the chief operating decision maker) to make decisions about resources allocated to each segment and assesses its performance, and for which discrete financial information is available.

S. Statement of Cash Flows

The statement of cash flows has been prepared in accordance with requirements of IAS 7: Statement of Cash Flows. The cash generated from operating activities has been prepared using the "Direct Method" as prescribed by the Securities and Exchange Rules, 2020 and as the benchmark treatments of IAS 7 whereby major classes of gross cash receipts and gross cash payments from operating activities are disclosed.

A reconciliation of Net operating cash flow in indirect method has also been disclosed in note-(29).

T. Events after the reporting date

Events after the reporting period that provide additional information about the Company's position at the reporting date or those that indicate the going concern assumption is not appropriate are reflected in the financial statements. Material events after the reporting date that are not adjusting events are disclosed in the Note (36).

U. Materiality, aggregation and off setting required

Each material item, management considered significant, has been presented separately in the financial statements. Item of dissimilar nature or function are presented separately unless they are immaterial. No amount has been set off unless the Company has legal right to set off the amounts and intends to settle on net basis. Income and expenses are presented on a net basis only when permitted by the relevant accounting standards. The assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Company has a legal right to offset the amounts and intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

Notes to the financial statements (continued)

2.11 Material accounting policies (continued)

V. Current versus non current classification

The Company presents assets and liabilities in the statement of financial position based on current/non-current classification.

An asset is current when

- it is expected to realise the asset, or intended to sell or consume it, in its normal operating cycle;
- it is held primarily for the purpose of trading;
- it is expected to realise the assets within twelve months after the reporting period; or
- the asset is cash or a cash equivalent (as defined in IAS 7) unless the asset is restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when

- it is expected to be settled in its normal operating cycle;
- it is held primarily for the purpose of trading;
- it is due to be settled within twelve months after the reporting period; or
- there is no unconditional right to defer the settlement of the liability for at leaset twelve months after the reporting period

All other liabilities are classified as non-current.

Deferred tax assets and liabilities are classified as non current assets and liabilities

Notes to the financial statements (continued)

2.12 Status of Compliance to Accounting Standards

The following accounting standards have been applied in preparing this financial statements

Standard Title	Standard No.	Status
Presentation of Financial Statements	IAS 1	Applied
Inventories	IAS 2	Applied
Statement of Cash Flows	IAS 7	Applied
Accounting Policies, Changes in Accounting Estimates and Errors	IAS 8	Applied
Events after the Reporting Period	IAS 10	Applied
Income Taxes	IAS 12	Applied
Property, Plant, and Equipment	IAS 16	Applied
Employee Benefits	IAS 19	Applied
Accounting for Government Grants and Disclosure of Government Assistance	IAS 20	Not applicable
The Effects of Changes in Foreign Exchange Rates	IAS 21	Applied
Borrowing Costs	IAS 23	Not applicable
Related Party Disclosures	IAS 24	Applied
Accounting and Reporting by Retirement Benefit Plans	IAS 26	Not applicable
Separate Financial Statements	IAS 27	Not applicable
Investments in Associates and Joint Ventures	IAS 28	Not applicable
Financial Reporting in Hyperinflationary Economies	IAS 29	Not applicable
Earnings per Share	IAS 33	Applied
Interim Financial Reporting	IAS 34	Applied
Impairment of Assets	IAS 36	Applied
Provisions, Contingent Liabilities, and Contingent Assets	IAS 37	Applied
Intangible Assets	IAS 38	Not applicable
Investment Property	IAS 40	Not applicable
Agriculture	IAS 41	Not applicable
First-time Adoption of International Financial Reporting Standards	IFRS 1	Not applicable
Share-based Payment	IFRS 2	Not applicable
Business Combinations	IFRS 3	Not applicable
Non-current Assets Held for Sale and Discontinued Operations	IFRS 5	Not applicable
Exploration for and Evaluation of Mineral Resources	IFRS 6	Not applicable
Financial Instruments: Disclosures	IFRS 7	Applied
Operating Segments	IFRS 8	Applied
Financial Instruments	IFRS 9	Applied
Consolidated Financial Statements	IFRS 10	Not applicable
Joint Arrangements	IFRS 11	Not applicable
Disclosure of Interests in Other Entities	IFRS 12	Not applicable
Fair Value Measurement	IFRS 13	Applied
Revenue from Contracts with Customers	IFRS 15	Applied
Leases	IFRS 16	Applied
Insurance Contracts	IFRS 17	Not applicable

Notes to the financial statements (continued)

3. Property, plant and equipment

See accounting policy in Note 2.11(I)

	In Taka	31 December 2025	31 December 2024
i.	**Cost**		
	Balance at 1 January	**1,475,699,178**	1,333,897,919
	Additions	**138,989,107**	151,048,949
	Transfers/capitalised	**-**	-
	Disposal/adjustment	**(24,819,465)**	(9,247,690)
	Balance at 31 December	**1,589,868,820**	1,475,699,178
ii.	**Accumulated depreciation**		
	Balance at 1 January	**866,278,206**	726,567,070
	Depreciation	**150,043,504**	148,306,618
	Impairment loss	**928,208**	538,077
	Disposal/adjustment	**(24,910,260)**	(9,133,559)
	Balance at 31 December	**992,339,658**	866,278,206
	Carrying amounts	**597,529,162**	609,420,973

A reconciliation of carrying amounts is provided in Note 3(A).

Notes to the financial statements (continued)

3. Property, plant and equipment (continued)

A. Reconciliation of carrying amount

In Taka	Leasehold land	Buildings	Plant and machinery	Furniture fixtures and equipment	Computers	Vehicles	Assets under construction	Total
Cost								
Balance at 1 January 2024	209,490	295,722,455	475,459,953	279,631,716	46,509,479	65,130,873	171,233,953	1,333,897,919
Additions	-	-	-	134,000	6,054,905	8,603,193	136,256,851	151,048,949
Transfers/capitalised	-	11,570,512	50,439,065	55,388,551	-	-	(117,398,128)	-
Impairment Loss	-	-	-	-	-	-	-	-
Disposal/adjustment	-	-	(2,200,000)	(3,812,955)	-	(3,234,735)	-	(9,247,690)
Balance at 31 December 2024	**209,490**	**307,292,967**	**523,699,018**	**331,341,312**	**52,564,384**	**70,499,331**	**190,092,676**	**1,475,699,178**
Balance at 1 January 2025	**209,490**	**307,292,967**	**523,699,018**	**331,341,312**	**52,564,384**	**70,499,331**	**190,092,676**	**1,475,699,178**
Additions	-	-	-	-	**9,966,281**	-	**129,022,826**	**138,989,107**
Transfers/capitalised	-	**76,716,546**	**19,163,580**	**49,024,643**	-	-	**(144,904,769)**	-
Impairment Loss	-	-	-	-	-	-	-	-
Disposal/adjustment	-	-	**(3,155,000)**	**(3,691,209)**	**(12,579,875)**	**(5,393,381)**	-	**(24,819,465)**
Balance at 31 December 2025	**209,490**	**384,009,513**	**539,707,598**	**376,674,746**	**49,950,790**	**65,105,950**	**174,210,733**	**1,589,868,820**
Accumulated depreciation								
Balance at 1 January 2024	209,490	164,747,997	313,702,410	182,853,601	38,425,078	26,628,494	-	726,567,070
Depreciation for the year	-	22,035,169	69,668,827	40,049,128	6,095,121	10,458,373	-	148,306,618
Impairment Loss	-	1,559	17,887	290,142	228,489	-	-	538,077
Disposal/adjustment	-	-	(2,087,889)	(3,812,935)	-	(3,232,735)	-	(9,133,559)
Balance at 31 December 2024	**209,490**	**186,784,725**	**381,301,235**	**219,379,936**	**44,748,688**	**33,854,132**	**-**	**866,278,206**
Balance at 1 January 2025	**209,490**	**186,784,725**	**381,301,235**	**219,379,936**	**44,748,688**	**33,854,132**	**-**	**866,278,206**
Depreciation for the year	-	**22,576,560**	**65,504,489**	**42,458,389**	**7,897,600**	**11,606,466**	-	**150,043,504**
Impairment Loss	-	-	**649,483**	**205,588**	**73,137**	-	-	**928,208**
Disposal/adjustment	-	-	**(3,154,996)**	**(3,710,659)**	**(12,651,224)**	**(5,393,381)**	-	**(24,910,260)**
Balance at 31 December 2025	**209,490**	**209,361,285**	**444,300,211**	**258,333,254**	**40,068,201**	**40,067,217**	-	**992,339,658**
Carrying amounts								
At 1 January 2024	-	130,974,458	161,757,543	96,778,115	8,084,401	38,502,379	171,233,953	607,330,849
At 31 December 2024	-	120,508,243	142,397,783	111,961,376	7,815,696	36,645,199	190,092,676	609,420,973
At 31 December 2025	**-**	**174,648,228**	**95,407,387**	**118,341,492**	**9,882,589**	**25,038,733**	**174,210,733**	**597,529,162**

B. Allocation of depreciation and impairment losses

In Taka	Note	For the year ended 31 December 2025			For the year ended 31 December 2024		
		Depreciation on PPE	Impairment loss	Total	Depreciation on PPE	Impairment loss	Total
Cost of sales	17	**130,288,556**	**877,523**	**131,166,080**	130,087,895	228,549	130,316,444
Selling and distribution expenses	19(A)	**7,983,652**	-	**7,983,652**	7,015,885	-	7,015,885
Administrative expenses	19(B)	**11,771,297**	**50,683**	**11,821,980**	11,202,838	309,528	11,512,366
		150,043,505	**928,207**	**150,971,712**	148,306,618	538,077	148,844,695

Notes to the financial statements (continued)

3. Property, plant and equipment (continued)

C. Assets under construction

See accounting policy in Note 2.11(J).

In Taka	Buildings	Furniture fixtures and equipment	Plant and machinery	Total
Cost				
Balance at 1 January 2024	25,066,633	124,772,274	21,395,046	171,233,953
Additions	38,660,800	61,012,996	36,583,055	136,256,851
Transfers/capitalised	(11,570,512)	(55,388,551)	(50,439,065)	(117,398,128)
Balance at 31 December 2024	52,156,921	130,396,719	7,539,036	190,092,676
Balance at 1 January 2025	**52,156,921**	**130,396,719**	**7,539,036**	**190,092,676**
Additions	**35,118,245**	**69,935,859**	**23,968,723**	**129,022,826**
Transfers/capitalised	**(76,716,546)**	**(49,024,643)**	**(19,163,580)**	**(144,904,769)**
Balance at 31 December 2025	**10,558,620**	**151,307,935**	**12,344,179**	**174,210,733**

4. Leases

See accounting policy in Note 2.11 (M)

A. Leases as lessee

The Company leases distribution centers and head-office. The leases for distribution centers run for a period of 2 - 3 years and head office for a period of 10 years, with an option to renew the lease after that date.

The Company leases sales offices with contract terms of one year. These leases are short-term and leases of low-value items. The Company has elected not to recognise right-of-use assets and lease liabilities for these leases.

Information about leases for which the Company is a lessee is presented below.

i. Right-of-use assets

In Taka	31 December 2025	31 December 2024
Balance at 1 January	**102,354,876**	142,737,635
Depreciation charge for the year	**(39,328,488)**	(41,294,916)
Additions	**88,422,640**	16,154,108
Disposal / adjustment	**-**	(15,241,951)
Balance at 31 December	**151,449,028**	102,354,876

Reconciliation of carrying amount

In Taka	Corporate Office	Depot	Other*	Total
Cost				
Balance at 1 January 2024	171,070,868	84,577,338	5,332,690	260,980,896
Additions	-	15,902,018	-	15,902,018
Increase/(Decrease) in ROU assets	1,607,237	-	(1,355,147)	252,090
Disposal/adjustment	-	(31,505,996)	-	(31,505,996)
Balance at 31 December 2024	172,678,105	68,973,360	3,977,543	245,629,008
Balance at 1 January 2025	**172,678,105**	**68,973,360**	**3,977,543**	**245,629,008**
Additions	**-**	**70,883,997**	**5,568,703**	**76,452,700**
Increase/(Decrease) in ROU assets	**-**	**11,969,940**	**-**	**11,969,940**
Disposal	**-**	**(53,071,342)**	**(3,977,543)**	**(57,048,885)**
Balance at 31 December 2025	**172,678,105**	**98,755,955**	**5,568,703**	**277,002,763**

Notes to the financial statements (continued)

4. Leases (continued)

A. Leases as lessee (continued)

i. Right-of-use assets (continued)

Reconciliation of carrying amount (continued)

In Taka	Corporate Office	Depot	Other*	Total
Accumulated depreciation				
Balance at 1 January 2024	67,002,758	46,723,052	4,517,451	118,243,261
Depreciation for the year	17,267,810	23,012,236	1,014,870	41,294,916
Disposal adjustment	629,501	(15,338,768)	(1,554,778)	(16,264,045)
Balance at 31 December 2024	84,900,069	54,396,520	3,977,543	143,274,132
Balance at 1 January 2025	**84,900,069**	**54,396,520**	**3,977,543**	**143,274,132**
Depreciation for the year	**17,267,810**	**21,132,560**	**928,117**	**39,328,488**
Disposal adjustment	**-**	**(53,071,342)**	**(3,977,543)**	**(57,048,885)**
Balance at 31 December 2025	**102,167,879**	**22,457,738**	**928,117**	**125,553,735**
Carrying amounts				
At 1 January 2024	104,068,110	37,854,286	815,239	142,737,635
At 31 December 2024	87,778,036	14,576,840	-	102,354,876
At 31 December 2025	**70,510,226**	**76,298,216**	**4,640,586**	**151,449,028**

*Other lease includes Damage Store and archive center for which the Company has taken lease.

ii. Allocation of depreciation (ROU assets)

	For the year ended 31 December	
In Taka	2025	2024
Cost of sales	**-**	1,014,870
Selling and distribution expenses	**21,787,850**	23,012,236
Administrative expenses	**17,540,638**	17,267,810
	39,328,488	41,294,916

iii. Lease liabilities

In Taka	31 December 2025	31 December 2024
Balance at 1 January	**130,360,949**	170,342,794
Increase/(Decrease) in lease liabilities	**88,422,640**	(2,977,901)
Interest on lease liabilities	**18,549,197**	9,763,331
Payment made during the year	**(54,577,219)**	(46,767,275)
Balance at 31 December	**182,755,567**	130,360,949
Current portion of lease liabilities	**38,938,095**	21,219,179
Non-current portion of lease liabilities	**143,817,472**	109,141,770
	182,755,567	130,360,949

iv. Amounts recognised in profit or loss

	For the year ended 31 December	
In Taka	2025	2024
Leases under IFRS 16		
Interest on lease liabilities	**18,549,197**	9,763,331
Depreciation on ROU assets	**39,328,488**	41,294,916
Expenses relating to short-term leases and leases of low-value assets	**4,195,258**	2,902,695
	[illegible]	[illegible]

Notes to the financial statements (continued)

4. Leases (continued)

A. Leases as lessee (continued)

v. Amounts recognised in statement of cash flows

In Taka	For the year ended 31 December 2025	2024
Principal lease payments	**37,544,517**	37,003,944
Interest payments on lease	**17,032,702**	9,763,331
Total cash outflow for leases	**54,577,219**	**46,767,275**

vi. Extension options

Some property leases contain extension options exercisable by the Company. Where practicable, the Company seeks to include extension options in new leases to provide operational flexibility. The extension options held are exercisable only by the Company and not by the lessors. The Company assesses at lease commencement date whether it is reasonably certain to exercise the extension options. The Company reassesses whether it is reasonably certain to exercise the options if there is a significant event or significant changes in circumstances within its control.

B. Leases as lessor

The Company does not provide any lease facility to other entity.

5. Inventories

See accounting policy in Note 2.11 (H)

In Taka	Note	31 December 2025	31 December 2024
Raw and packing materials	5(A)	**339,427,203**	301,045,486
Provision for inventory obsolescence		**(6,980,490)**	(10,212,480)
Net raw and packing materials		**332,446,713**	290,833,006
Finished goods	5(B)	**391,821,439**	313,964,378
Provision for inventory obsolescence		**(3,608,256)**	(5,102,312)
Net finished goods		**388,213,183**	308,862,066
Work-in-progress		**3,371,700**	2,364,221
Inventory in transit	5(C)	**104,772,633**	105,446,790
		108,144,333	107,811,011
		828,804,228	707,506,083

A. Raw and packing materials

Raw materials	**285,511,825**	246,621,865
Packing materials	**53,915,378**	54,423,621
	339,427,203	301,045,486

B. Finished goods

i. Operational allocation of finished goods

Manufacturing unit	**243,600,316**	134,825,238
Trading unit	**148,221,123**	179,139,140
	391,821,439	313,964,378

Notes to the financial statements (continued)

5. Inventories (continued)

B. Finished goods (continued)

ii. Business line-wise allocation of finished goods

Business line	Unit of measurement	31 December 2025 Quantity Unit	31 December 2025 Amount Taka	31 December 2024 Quantity Unit	31 December 2024 Amount Taka
Household and toiletries	Metric Ton	**848.58**	**253,382,574**	662	241,488,224
	Thousand Litre	**970.27**	**114,343,613**	739	60,321,357
			367,726,187		301,809,581
Pharmaceuticals	Thousand Litre	**71.40**	**19,060,728**	40	6,614,332
	Million No.	**0.02**	**1,426,268**	3	438,153
			20,486,996		7,052,485
			388,213,183		308,862,066

C. Inventory in transit

In Taka	31 December 2025	31 December 2024
Raw and packing materials	**104,772,633**	105,446,790
Finished goods	**-**	-
Balance at 31 December	**104,772,633**	105,446,790

6. Trade and other receivables

See accounting policy in Note 2.11(K)(ii)(b).

In Taka	Note	31 December 2025	31 December 2024
Trade receivables	6(A)	**134,765,115**	121,654,716
Other receivables	6(B)	**5,321,548**	6,693,194
Balance at 31 December		**140,086,663**	**128,347,910**

A. Trade receivables

Trade receivables	6(A)(i)	**135,620,720**	122,707,444
Expected credit loss	6(A)(ii)	**(855,605)**	(1,052,728)
Balance at 31 December		**134,765,115**	**121,654,716**

i. Channel wise trade receivable

Traditional trade	**98,520,009**	82,847,057
Modern Trade	**17,516,366**	19,674,728
Ecommerce	**13,997,544**	16,196,507
Institution	**5,586,801**	3,989,152
Balance at 31 December	**135,620,720**	**122,707,444**

ii. Expected credit loss

Balance at 1 January	**1,052,728**	868,337
Net Provision made during the year	**(197,123)**	184,391
Balance at 31 December	**855,605**	1,052,728

B. Other receivables

Interest receivables	**4,944,722**	6,693,194
Forfeited amount receivable from Provident Fund	**376,826**	-
	5,321,548	**6,693,194**

Notes to the financial statements (continued)

7. Advances, deposits and prepayments

In Taka	31 December 2025	31 December 2024
Advances		
Advance to suppliers	**21,107,862**	6,280,279
Advance to employees	**1,954,186**	1,674,792
Advance for raw materials and packing materials	**2,372,669**	7,511,412
	25,434,717	15,466,483
Deposits		
Security deposit	**15,310,000**	16,473,742
	15,310,000	16,473,742
Prepayments		
Prepaid insurance	**7,692,047**	7,445,057
Prepaid others	**8,863,419**	15,919,877
	16,555,466	23,364,934
	57,300,183	55,305,159
Current portion of Advance, deposits and prepayments	**33,397,061**	26,493,640
Non-Current portion of Advance, deposits and prepayments	**23,903,122**	28,811,519
Balance at 31 December	**57,300,183**	55,305,159

8. Cash and cash equivalents

In Taka	Note	31 December 2025	31 December 2024
Bank balances	8(A)	**1,197,659,174**	2,202,588,930
		1,197,659,174	2,202,588,930

A. Bank balances

Hong Kong and Shanghai Banking Corporation Limited	**338,646,646**	212,591,557
Standard Chartered Bank	**357,165,724**	369,497,373
CitiBank N.A.	**1,846,805**	500,000
Short term deposits*	**500,000,000**	1,620,000,000
	1,197,659,174	2,202,588,930

*As at 31 December 2025, the company has four short term deposits with HSBC and CitiBank N.A. with maturity of less than three months (90 days) with an average interest rate of 6.33%.

Notes to the financial statements (continued)

9. Share capital

See accounting policy in Note 2.11 (F)

In Taka	Date of Issue	2025	2024
130,000 ordinary shares of Taka 10 each fully paid up in cash	11-Jan-61	**1,300,000**	1,300,000
20,000 ordinary shares of Taka 10 each fully paid up in other than cash	11-Jan-61	**200,000**	200,000
60,000 ordinary shares of Taka 10 each fully paid bonus share	26-Oct-67	**600,000**	600,000
70,000 ordinary shares of Taka 10 each fully paid bonus share	27-Sep-78	**700,000**	700,000
70,000 ordinary shares of Taka 10 each fully paid bonus share	29-Dec-79	**700,000**	700,000
350,000 ordinary shares of Taka 10 each fully paid bonus share	17-Dec-81	**3,500,000**	3,500,000
350,000 ordinary shares of Taka 10 each fully paid bonus share	24-Jan-84	**3,500,000**	3,500,000
350,000 ordinary shares of Taka 10 each fully paid bonus share	19-Dec-85	**3,500,000**	3,500,000
700,000 ordinary shares of Taka 10 each fully paid bonus share	14-Dec-87	**7,000,000**	7,000,000
1,050,000 ordinary shares of Taka 10 each fully paid bonus share	17-Oct-89	**10,500,000**	10,500,000
1,575,000 ordinary shares of Taka 10 each fully paid bonus share	16-May-96	**15,750,000**	15,750,000
In issue at 31 December - fully paid		**47,250,000**	47,250,000
Authorised			
25,000,000 ordinary shares of Taka 10 each		**250,000,000**	**250,000,000**

A. Position of shareholding

		31 December 2025		31 December 2024	
Name of the shareholders	Number of shares Unit	Face value Taka	Percentage of holding %	Face value Taka	Percentage of holding %
Parent company					
Reckitt Benckiser Limited, UK	**3,919,918**	**39,199,180**	**82.961**	39,199,180	82.960
Other shareholders:					
ICB Unit Fund	**3,700**	**37,000**	**0.078**	37,000	0.078
Investment Corporation of Bangladesh (ICB)	**18,504**	**185,040**	**0.392**	157,740	0.334
ICB Mutual Funds	**50**	**500**	**0.001**	500	0.001
Individuals	**304,834**	**3,048,340**	**6.452**	2,393,220	5.070
Government of Bangladesh	**178,339**	**1,783,390**	**3.774**	1,783,390	3.774
Sadharan Bima Corporation (SBC)	**79,059**	**790,590**	**1.673**	790,590	1.673
Other institutions	**220,596**	**2,205,960**	**4.669**	2,888,380	6.110
	4,725,000	**47,250,000**	**100**	47,250,000	100

B. Classification of shareholders by holdings

	31 December 2025		31 December 2024	
Holdings	Number of holders	Percentage of holdings (%)	Number of holders	Percentage of holdings (%)
Less than 500 shares	**3,364**	**3.111**	1,993	1.835
500 to 5,000 shares	**97**	**2.477**	56	1.438
5,001 to 10,000 shares	**7**	**1.235**	6	0.955
10,001 to 20,000 shares	**6**	**1.893**	7	2.092
20,001 to 30,000 shares	**1**	**0.561**	1	0.561
30,001 to 40,000 shares	**-**	**-**	-	-
40,001 to 50,000 shares	**1**	**0.988**	1	0.988
50,001 to 100,000 shares	**2**	**3.000**	2	3.000
100,001 to 1,000,000 shares	**1**	**3.774**	2	6.170
Over 1,000,000 shares	**1**	**82.960**	1	82.961
	3,480	**100**	2,069	100

Notes to the financial statements (continued)

9. Share capital (continued)

C. Dividends

Dividend Approved

The following final dividends were approved by the Company for the year.

In Taka	2025	2024
BDT 333 per qualifying ordinary share (2024: BDT 55)	**1,573,425,000**	259,875,000
	1,573,425,000	259,875,000

Proposed dividend

After the reporting date, the following final dividends were proposed by the board of directors. The dividends have not been recognised as liabilities and there are no tax consequences. See Note 36.

BDT 173 per qualifying ordinary share (2024: BDT 333)	**817,425,000**	1,573,425,000
	817,425,000	1,573,425,000

10. Employee benefits

See accounting policy in Note 2.11 (C)

The Company introduced planned asset in the defined benefit scheme during 2021. Gratuity fund is administered by a Board of Trustees and Company's contributions are invested separately from company assets. The Company is contributing to the fund as prescribed by actuarial valuation report.

In Taka	31 December 2025	31 December 2024
Fair value of plan assets	**354,633,440**	191,828,546
Defined benefit obligation	**(354,644,572)**	(303,094,572)
Net Defined benefit (obligation)/asset	**(11,132)**	(111,266,026)

A. Movement in net defined benefit asset and liability

The following table shows a reconciliation from the opening balances to the closing balances for net defined benefit (asset) liability and its components.

	Defined benefit obligation		Fair value of plan assets		Net defined (asset)/liability	
In Taka	2025	2024	2025	2024	2025	2024
Balance at 1 January	**303,094,572**	250,612,439	**191,828,546**	200,996,413	**111,266,026**	49,616,026
Included in profit or loss						
Current service cost	**24,680,000**	20,800,000	**-**	-	**24,680,000**	20,800,000
Past service costs	**2,530,000**	-	**-**	-	**2,530,000**	-
Interest cost/(income)	**35,310,000**	24,590,000	**22,950,000**	20,480,000	**12,360,000**	4,110,000
	62,520,000	45,390,000	**22,950,000**	20,480,000	**39,570,000**	24,910,000
Included in OCI						
Actuarial (gain)/loss arising from:						
Return on plan assets	**-**	-	**(11,290,000)**	20,480,000)	**11,290,000**	20,480,000
Financial assumption	**29,925,106**	1,370,000	**-**	-	**29,925,106**	1,370,000
Demographic assumption	**(230,000)**	-	**-**	-	**(230,000)**	-
Experience adjustment	**(23,360,000)**	14,890,000	**-**	-	**(23,360,000)**	14,890,000
	6,335,106	16,260,000	**(11,290,000)**	20,480,000)	**17,625,106**	36,740,000
Other						
Contribution paid by the employer	-	-	**168,450,000**	-	**(168,450,000)**	-
Benefits paid	**(17,305,106)**	(9,167,867)	**(17,305,106)**	(9,167,867)	**-**	-
	(17,305,106)	(9,167,867)	**151,144,894**	(9,167,867)	**(168,450,000)**	-
Balance at 31 December	**354,644,572**	303,094,572	**354,633,440**	191,828,546	**11,132**	111,266,026

Notes to the financial statements (continued)

10. Employee benefits (continued)

A. Movement in net defined benefit asset and liability (continued)

In Taka	31 December 2025	31 December 2024
Current portion	**11,132**	10,800,237
Non-current portion	**-**	100,465,789
	11,132	111,266,026

B. Fair Value of Plan Asset

Plan asset is comprised of the following

Fixed Deposit receipts	**270,000,000**	-
Cash and cash equivalents	**84,633,440**	191,828,546
Total	**354,633,440**	191,828,546

C. Actuarial assumptions

The following were the principal actuarial assumptions at the reporting date.

	For the year ended 31 December 2025	2024
Financial assumptions:		
Discount rate	**10.70%**	12.50%
Salary escalation rate	**9.50%**	16% (9.5% thereafter)
Demographic assumptions:		
Withdrawal rate	**20%- 10%**	20%- 10%

Assumptions regarding future mortality have been used based on published statistics and mortality tables. The Bangladesh Assured Life Mortality rate (2006-08) ultimate based on the mortality experience of assured lives in Bangladesh is being used as a reasonable approximation.

D. Sensitivity analysis of significant actuarial assumptions

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below:

	31 December 2025		31 December 2024	
	Increase	Decrease	Increase	Decrease
Discount rate (1% movement)	**(337,410,000)**	**373,580,000**	(14,330,000)	15,700,000
Future salary growth (1% movement)	**373,650,000**	**(337,050,000)**	15,890,000	(14,730,000)

Although the analysis does not take of full distribution of cash flows expected under the plan, it does provide an approximation of sensitivity of the assumptions shown.

E. Significant characteristics of plan

Plan sponsor	: Reckitt Benckiser (Bangladesh) PLC
Nature of benefits	: Final salary defined benefit plan
Risks associated with the plan	: Plan sponsor bears all the risks associated with the plan
Plan Service Definition	: Number of years of service rounded to the nearest integer.
Applicable salary	: Last drawn monthly basic salary
Maximum limit of benefit paid	: No upper limit on benefit
Benefit Payable Upon	: Retirement, Withdrawal, Death and Disability
Basis of gratuity	: Accrued benefit
Normal retirement age	: 60 years
Vesting schedule	: No criteria

Notes to the financial statements (continued)

10. Employee benefits (continued)

E. Significant characteristics of plan (continued)

Benefit calculation

Service up to three years	: (7/30) x Salary x (Number of completed years of service)
Service up to ten years	: 1 x Salary x (Number of completed years of service)
Service beyond ten years	: 1.50 x Salary x (Number of completed years of service)

F. Risk associated with the plan

The Gratuity scheme is a final salary Defined Benefit Plan that provides for a lump sum payment made on exit either by way of retirement, death, disability or voluntary withdrawal. The benefits are defined on the basis of final salary and the period of service and paid as lump sum at exit. The Plan design means the risks commonly affecting the liabilities and the financial results are expected to be:

Interest rate risk: The Defined Benefit Obligation calculated uses a discount rate based on government bonds. If bond yields fall, the defined benefit obligation will tend to increase.

Salary Inflation risk: Higher than expected increases in salary will increase the Defined Benefit Obligation.

Demographic risk: This is the risk of variability of results due to nature of decrements that include mortality, withdrawal, disability and retirement. The effect of these decrements on the defined benefit obligation is not straight forward and depends upon the combination of salary increase, discount rate and vesting criteria.

11. Trade and other payables

See accounting policy in Note 2.11 (K) (ii)

	In Taka	Note	31 December 2025	31 December 2024
	Trade payables	11(A)	**334,697,680**	353,505,676
	Other payables	11(B)	**1,454,264,260**	1,357,419,565
	Balance at 31 December		**1,788,961,940**	1,710,925,241
A.	**Trade payables**			
	Inter-company trade payables	11(A)(i)	**8,054,990**	13,634,858
	Third party trade payables		**326,642,690**	339,870,818
			334,697,680	353,505,676
i.	**Inter-company trade payables**			
	Reckitt Benckiser (India) Private Ltd.		**8,054,990**	13,634,858
			8,054,990	13,634,858
B.	**Other payables**			
	Third party other payables	11(B)(i)	**1,140,376,286**	1,054,960,952
	Inter-company other payables	11(B)(ii)	**313,887,974**	302,458,613
			1,454,264,260	1,357,419,565
i.	**Third party other payables**			
	Various accruals and payables		**786,253,022**	734,672,267
	Advance from customers		**40,576,919**	65,626,548
	Advance from third parties		**1,099,996**	1,099,996
	Withholding tax and VAT payables		**28,951,076**	9,082,367
	Worker's profit participation fund	11(B)(i)(a)	**54,111,623**	39,986,796
	Provisions	11(B)(i)(b)	**228,057,820**	201,825,761
	Payable for capital expenditure		**1,325,830**	2,667,217
			1,140,376,286	1,054,960,952

Notes to the financial statements (continued)

11. Trade and other payables (continued)

B. Other payables (continued)

i. Third party other payables (continued)

In Taka	Note	31 December 2025	31 December 2024
a. Worker's profit participation fund			
Opening payable		**39,986,796**	14,777,261
Charge for the year	22	**54,381,892**	51,368,176
Payment during the year		**(40,257,065)**	(26,158,641)
Closing payable		**54,111,623**	39,986,796

b. Provisions	Return Provision	Legal Provision	Provision for Services	Total
Balance at 1 January 2025	**78,418,138**	**91,182,385**	**32,225,238**	**201,825,761**
Provision made during the year	**58,068,973**	**3,402,514**	**943,060,450**	**1,004,531,937**
Provisions used during the year	**(37,944,418)**	**-**	**(940,355,460)**	**(978,299,878)**
Balance at 31 December 2025	**98,542,693**	**94,584,899**	**34,930,228**	**228,057,820**

Legal

As at 31 December 2025, the Company recognized total non-current legal provisions amounting to approximately Tk 94.58 million. These relate mainly to indirect and direct tax matters, including disputes over withholding tax on Technical Service Fee remittance. For certain matters, the Company filed appeals before the tribunal and before the Hon'ble High Court and its pending before them.

ii. Inter-company other payables

In Taka	Note	31 December 2025	31 December 2024
Payable for royalties			
Reckitt Benckiser Health Limited, UK (Agreement dated 01 April 2019)	11(B)(ii)(a)	**201,354,561**	**195,481,130**
Reckitt Benckiser (ENA) B.V., Netherlands (Agreement dated 01 April 2019)	11(B)(ii)(b)	**112,533,413**	**106,977,483**
		313,887,974	**302,458,613**
		313,887,974	**302,458,613**

a. Payable for royalties - Reckitt Benckiser Health Limited, UK for the Brand Dettol, Veet, Gaviscon

Balance at 1 January	**195,481,130**	**756,188,690**
Charge for the year	**201,354,561**	**195,481,130**
	396,835,691	**951,669,820**
Paid to Reckitt Benckiser Health Limited, UK	**(175,933,016)**	**(680,569,819)**
AIT on royalty	**(19,548,114)**	**(75,618,871)**
Balance at 31 December	**201,354,561**	**195,481,130**

Year	Total Revenue as per Financial Statements	Revenue for owned Brand of Reckitt Benckiser Health Limited UK	Royalty Amount	Royalty Claimed and Payable
2025	5,664,352,453	3,355,908,726	201,354,561	201,354,561
	5,664,352,453	3,355,908,726	201,354,561	201,354,561

Notes to the financial statements (continued)

11. Trade and other payables (continued)

B. Other payables (continued)

ii. Inter-company other payables (continued)

b. Payable for royalties - Reckitt Benckiser (ENA) B.V., Netherlands for the Brand Harpic, Airwick, Cherry, Lizol, Brasso, Mortein, Trix, Vanish, Airwick.

In Taka	31 December 2025	31 December 2024
Balance at 1 January	**106,977,483**	354,026,587
Charge for the year	**112,533,413**	106,977,483
	219,510,896	461,004,070
Paid to Reckitt Benckiser (ENA) B.V., Netherlands	**(96,279,735)**	(318,623,929)
AIT on royalty	**(10,697,748)**	(35,402,658)
Balance at 31 December	**112,533,413**	106,977,483

Year	Total Revenue as per Financial Statements	Revenue for owned Brand of Reckitt Benckiser (ENA) B.V., Netherlands	Royalty Amount	Royalty Claimed and Payable
2025	**5,664,352,453**	**2,308,443,728**	**112,533,413**	**112,533,413**
	5,664,352,453	**2,308,443,728**	**112,533,413**	**112,533,413**

iii. Royalty Expense charged during the year

In Taka	31 December 2025	31 December 2024
Reckitt Benckiser Health Limited, UK (Agreement dated 01 April 2019)	**201,354,561**	195,481,130
Reckitt Benckiser (ENA) B.V., Netherlands (Agreement dated 01 April 2019)	**112,533,413**	106,977,483
	313,887,974	302,458,613

12. Current tax liabilities

In Taka	Note	31 December 2025	31 December 2024
Balance at 1 January		**174,239,726**	176,835,135
Provision made during the year	23(A)	**256,898,334**	294,175,528
		431,138,060	471,010,663
Advance tax paid u/s 154 of ITA 2023		**(165,000,000)**	(169,000,000)
Tax Paid u/s 173 of ITA, 2023; FY 2023-24		**(2,342,026)**	(41,277,955)
Tax Paid u/s 173 of ITA, 2023; FY 2024-25		**(18,708,810)**	-
Tax paid for environmental surcharge		**(750,000)**	-
Advance tax paid u/s 120 of ITA 2023		**(79,738,106)**	(74,265,781)
Advance tax paid u/s 89 of ITA 2023		**(5,955,690)**	(2,211,637)
Tax deducted at source u/s 102		**(7,600,178)**	(10,209,275)
Advance tax paid for motor vehicles u/s 153 of ITA, 2023		**(729,715)**	(1,050,000)
Adjustment during the year		**-**	1,243,711
Payment made during the year		**(280,824,525)**	(296,770,937)
Balance at 31 December		**150,313,535**	174,239,726

13. Loans and borrowings

In Taka	31 December 2025	31 December 2024
Balance at 1 January	**69,327,140**	30,990,689
Addition during the year	**65,792,547**	932,757,871
Paid during the year	**(135,119,687)**	(894,421,420)
Balance at 31 December	**-**	69,327,140

Notes to the financial statements (continued)

14. Unclaimed dividend

In Taka	Note	31 December 2025	31 December 2024
Balance at 1 January	14(a)	**5,634,191**	7,013,198
Addition during the year		**4,908,503**	926,637
Paid during the year		**(3,216,482)**	(2,305,644)
Balance at 31 December		**7,326,212**	5,634,191

A. Unclaimed dividend

Final 2024	**4,908,503**	-
Final 2023	**919,754**	926,637
Final 2022	**1,497,955**	1,504,202
Final 2021	**-**	3,203,352
	7,326,212	5,634,191

B. Dividend Payable

Balance at 1 January	**-**	384,151,964
Declared Dividend	**1,573,425,000**	259,875,000
Transferred to Unclaimed Dividend	**-**	-
Dividend Paid During the Year	**(1,573,425,000)**	(644,026,964)
Balance at 31 December	**-**	-

C. Dividend paid during the year

In taka	31 December 2025	31 December 2024
Reckitt Benckiser Limited, UK	**1,305,332,694**	599,747,454
Foreign shareholders	**1,305,332,694**	599,747,454
ICB Unit Fund	**1,232,100**	203,500
Investment Corporation of Bangladesh (ICB)	**5,252,742**	867,570
Mutual Funds	**16,650**	321,585
Individuals	**117,859,023**	22,371,250
Government of Bangladesh	**59,386,887**	9,808,645
Sadharan Bima Corporation (SBC)	**26,226,747**	4,331,745
Institutions	**58,118,157**	6,375,215
Bangladeshi shareholders	**268,092,306**	44,279,510
Dividend paid in the year	**1,573,425,000**	644,026,964

D. Payment during the year from unclaimed dividend

Capital Market stabilization fund 2021	**3,203,351**	-
Capital Market stabilization fund 2020	**-**	2,121,406
2023 Final	**6,883**	-
2022 Final	**6,248**	41,650
2021 Final	**-**	77,138
2020 Final	**-**	65,450
	3,216,482	2,305,644
Payment during the year	**1,576,641,482**	646,332,608

Notes to the financial statements (continued)

15. Operating segments

See accounting policy in Note 2.11(R)

A. Basis for segmentation

The Company has following two strategic divisions, which are its reportable segments. These divisions offer different products and are managed separately because they require different technology and marketing strategies.

The following summary describes the operations of each reportable segment.

Reportable segments	Operations
Household and toiletries	Manufacturing and trading of hygiene and home care products
Pharmaceuticals	Manufacturing of Dettol anticeptic

These two reportable segments are the strategic business units of the company and are managed separately based on the Company's management and internal reporting structure. During the current year, the Management changed the basis on which the Group's performance is reviewed. Previously reported as a single Health and Hygiene operating segment, Household & Toiletries and Pharmaceuticals are now reviewed and presented as separate operating segments in accordance with IFRS 8. Comparative information has been Re-classified accordingly. The change has no impact on total revenue or profit.

For each of the strategic business units, the management committee reviews the performance of the Company based on segment profit before tax. Segment profit is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries.

B. Information about reportable segments

Information related to each reportable segment is set out below. Segment profit before tax is used to measure performance because management believes that this information is the most relevant in evaluating the results of the respective segments relative to other entities that operate in the same industries.

	Reportable segments		
2025 **In Taka**	Household and toiletries	Pharmaceuticals	**Total**
Revenue	**5,439,916,176**	**224,436,277**	**5,664,352,453**
Cost of sales	**(2,724,283,132)**	**(199,150,718)**	**(2,923,433,850)**
Gross profit	**2,715,633,045**	**25,285,558**	**2,740,918,603**
Operating expenses			
Administrative expenses	**(329,924,783)**	**(13,611,807)**	**(343,536,590)**
Marketing expenses	**(453,894,069)**	**(18,726,446)**	**(472,620,515)**
Selling and distribution expenses	**(449,105,305)**	**(18,528,874)**	**(467,634,180)**
Impairment loss reversal on trade receivables	**189,312**	**7,811**	**197,123**
	(1,232,734,845)	**(50,859,317)**	**(1,283,594,162)**
Profit from operation	**1,482,898,199**	**(25,573,759)**	**1,457,324,441**

Notes to the financial statements (continued)

15. Operating segments (continued)

B. Information about reportable segments (continued)

2024 In Taka	Reportable segments (reclassified) Household and toiletries	Pharmaceuticals	Total
Revenue	5,250,939,552	208,287,453	5,459,227,005
Cost of sales	(2,627,529,851)	(182,786,139)	(2,810,315,990)
Gross profit	2,623,409,701	25,501,314	2,648,911,015
Operating expenses			
Administrative expenses	(312,840,161)	(21,366,040)	(334,206,201)
Marketing expenses	(435,022,305)	(29,710,711)	(464,733,016)
Selling and distribution expenses	(418,908,640)	(28,610,197)	(447,518,837)
Impairment loss reversal on trade receivables	(172,603)	(11,788)	(184,391)
	(1,166,943,709)	(79,698,736)	(1,246,642,445)
Profit from operation	1,456,465,992	(54,197,422)	1,402,268,570

C. Reconciliation of information on reportable segments to IFRS measures

In Taka	Note	For the year ended 31 December 2025	2024
i. Revenues			
Total revenue for reportable segments	15(B)	**5,664,352,453**	5,459,227,005
Total revenue		**5,664,352,453**	5,459,227,005
ii. Profit before tax			
Total profit before tax for reportable segments	15(B)	**1,457,324,441**	1,402,268,570
Amount not related to reported segments		**(369,686,607)**	(374,905,041)
Total profit before tax		**1,087,637,834**	1,027,363,529
iii. Amount not related to reportable segments			
Other income	18	**10,994,663**	8,448,337
Royalty	11(B)(iii)	**(313,887,974)**	(302,458,613)
Finance income	20	**33,133,133**	51,217,170
Finance costs	21	**(45,544,537)**	(80,743,759)
Contribution to Workers' Profit Participation Fund	22	**(54,381,892)**	(51,368,176)
		(369,686,607)	(374,905,041)

The necessary information regarding assets and liabilities of operating segments are not separable and individually identifiable for this purpose. For this reason the assets and liabilities of the respective segments have not been presented here.

Accordingly no disclosure is made regarding the segmental assets and liabilities.

Notes to the financial statements (continued)

16. Revenue

See accounting policy in Note 2.11(B)

In Taka	Note	For the year ended 31 December 2025	2024
Revenue including VAT		**6,677,277,235**	6,433,937,986
VAT		**(1,012,924,782)**	(974,710,981)
	16(A)	**5,664,352,453**	**5,459,227,005**

A. Disaggregation of revenue-Segment wise

In Taka	Unit of measurement	For the year ended 31 December 2025 Quantity	Amount	For the year ended 31 December 2024 Quantity	Amount
Health – Household	Cases	2,269,426	5,439,916,176	2,297,450	5,250,939,552
Health – Pharmaceuticals	Cases	90,682	224,436,277	83,349	208,287,453
		2,360,108	**5,664,352,453**	**2,380,799**	**5,459,227,005**

B. Disaggregation of revenue-Business activity wise

In Taka	Note	For the year ended 31 December 2025	2024
Manufacturing unit		**5,100,473,672**	4,952,816,867
Trading unit		**563,878,782**	506,410,138
		5,664,352,454	5,459,227,005

17. Cost of sales

In Taka	Note	For the year ended 31 December 2025	2024
Manufacturing unit			
Opening balance of raw and packing materials		**290,833,006**	264,321,319
Purchases during the year (including standard variance adjustment)	17.01	**2,192,782,445**	2,048,334,156
Closing balance of raw and packing materials	5	**(332,446,713)**	(290,833,006)
Materials consumed		**2,151,168,739**	2,021,822,469
Salaries and wages expenses		**239,046,080**	204,192,835
Staff welfare expenses		**3,293,429**	3,469,906
Outsourced manpower		**66,766,907**	49,815,205
Product testing and laboratory expenses		**3,695,956**	4,106,337
Travelling expenses		**2,294,896**	2,696,062
Conveyance expenses		**1,838,690**	760,236
Overseas travelling expenses		**525,378**	175,868
Power, fuel and utilities		**29,767,907**	31,153,045
Impairment loss on Property, plant & equipment	3(B)	**877,523**	228,549
Repairs and maintenance		**53,271,908**	46,472,902
Rent expense		**2,640,354**	1,137,476
Government fees and others		**4,631,429**	4,024,760
Municipal, Real estate and other taxes		**1,546,082**	1,553,977
Printing, stationery and office supplies		**2,458,351**	2,792,938
Insurance		**10,226,477**	9,596,905
Security expenses		**5,180,466**	5,222,324
Safety, health and environment		**26,207,122**	24,163,002
Staff recruitment, training and development expenses		**3,585**	30,815
Legal and professional charges		**320,850**	-

Notes to the financial statements (continued)

17. Cost of sales (continued)

In Taka	Note	For the year ended 31 December 2025	2024
Mobile, telephone and internet		**3,791,375**	2,494,496
Courier expenses		**184,630**	251,033
Depreciation-Owned asset	3(B)	**130,288,556**	130,087,895
Depreciation-Leased asset	4(A)(ii)	**-**	1,014,870
Bank Charge		**193,858**	6,264
Manufacturing overhead		**589,051,810**	525,447,699
Opening stock of work-in-progress		**2,364,221**	2,420,588
Closing stock of work-in-progress	5	**(3,371,700)**	(2,364,221)
		(1,007,479)	56,367
Cost of production		**2,739,213,070**	2,547,326,535
Opening stock of own manufactured finished goods		**132,667,012**	126,884,519
Closing stock of own manufactured finished goods		**(239,992,060)**	(132,667,012)
		(107,325,048)	(5,782,492)
Cost of sales - manufacturing unit		**2,631,888,022**	2,541,544,043
Trading unit			
Opening stock of finished goods		**176,195,054**	184,490,191
Purchase of finished goods (including standard variance adjustment)	17.02	**263,571,897**	260,476,810
Closing stock of finished goods		**(148,221,123)**	(176,195,054)
Cost of sales - trading unit		**291,545,828**	268,771,947
Total cost of sales		**2,923,433,850**	2,810,315,990

17.01 Purchase during the year (including standard variance adjustment)

Purchase during the year		**2,119,392,958**	1,967,870,004
Carriage inwards		**47,266,050**	43,219,569
Other Third Party material purchase for end consumer		**18,896,107**	21,650,309
Other standard variance		**7,227,330**	15,594,274
Total		**2,192,782,445**	2,048,334,156

17.02 Purchase of finished goods (including standard variance adjustment)

Purchase of finished goods		**259,312,342**	254,297,848
Other standard variance		**4,259,555**	6,178,962
Total		**263,571,897**	260,476,810

Notes to the financial statements (continued)

17. Cost of sales (continued)

A. Cost of sales - trading unit

In Taka	Unit of measurement	Opening Stock Quantity	Opening Stock Value	Purchase Quantity	Purchase Value	Closing Stock Quantity	Closing Stock Value	Cost of Sales - Trading Unit Quantity	Cost of Sales - Trading Unit Value
Household and toiletries	Metric Ton	**124**	**150,631,066**	**152**	**193,262,497**	**82**	**111,450,035**	**195**	**232,443,527**
	Thousand Litre	**35**	**25,125,786**	**99**	**68,064,846**	**41**	**35,344,820**	**93**	**57,845,812**
Pharmaceuticals	Million No.	**0.004**	**438,202**	**0.04**	**2,244,555**	**0.02**	**1,426,268**	**0.02**	**1,256,489**
Total for the year 2025			**176,195,054**		**263,571,898**		**148,221,123**		**291,545,828**
Household and toiletries	Metric Ton	121	134,636,057	198	220,984,170	124	150,631,066	195	201,791,175
	Thousand Litre	55	44,554,143	57	39,492,640	35	25,125,786	77	62,118,983
	Million No.	-	-	-	-	-	-	-	-
Pharmaceuticals	Million No.	0.01	5,299,991	-	-	0.004	438,202	0.008	4,861,789
Total for the year 2024			184,490,191		260,476,810		176,195,054		268,771,947

B. Raw and packing materials consumed

In Taka	Unit of measurement	Opening Stock Quantity	Opening Stock Value	Purchase Quantity	Purchase Value	Closing Stock Quantity	Closing Stock Value	Cost of Sales - Trading Unit Quantity	Cost of Sales - Trading Unit Value
Various raw material	**Metric Ton**	**1,097**	**241,914,949**	**11,626**	**1,577,750,896**	**1,172**	**287,567,496**	**11,551**	**1,532,098,349**
Blow moulding and injection	**Thousand Pcs**	**5,449**	**21,794,819**	**68,455**	**240,420,417**	**4,699**	**29,379,621**	**69,204**	**232,835,615**
Boxes solid board and corrugated	**Thousand Pcs**	**5,750**	**12,042,038**	**48,491**	**75,631,552**	**3,178**	**11,975,316**	**51,063**	**75,698,274**
Packaging-Others		**8,572**	**15,081,200**	**62,503**	**225,590,093**	**9,884**	**3,524,280**	**61,191**	**237,147,013**
Others		**-**	**-**	**-**	**73,389,487**	**-**	**-**	**-**	**73,389,487**
Total for the year 2025			**290,833,006**		**2,192,782,445**		**332,446,713**		**2,151,168,738**
Various raw material	Metric Ton	1,137	197,666,044	11,913	1,443,069,129	1,097	241,914,949	11,952	1,398,820,224
Blow moulding and injection	Thousand Pcs	5,198	24,790,291	66,053	275,643,356	5,449	21,794,819	65,802	278,638,828
Boxes solid board and corrugated	Thousand Pcs	5,227	19,695,765	53,260	149,738,257	5,750	12,042,038	52,737	157,391,984
Packaging-Others		9,634	22,169,219	58,791	99,419,262	8,572	15,081,200	59,853	106,507,281
Others		-	-	-	80,464,152	-	-	-	80,464,152
Total for the year 2024			264,321,319		2,048,334,156		290,833,006		2,021,822,469

C. Percentage of raw materials and packing materials consumed

		For the year ended 31 December			
		2025		2024	
In Taka	Note	%	Amount	%	Amount
Raw materials	17(D)	**74%**	**1,585,409,374**	73%	1,479,284,376
Packing materials	17(D)	**26%**	**565,759,365**	27%	542,538,093
		100%	**2,151,168,739**	100%	2,021,822,470
Local materials consumed		**30%**	**636,197,630**	30%	598,227,146
Imported materials consumed		**70%**	**1,514,971,109**	70%	1,423,595,323
		100%	**2,151,168,739**	100%	2,021,822,469

Notes to the financial statements (continued)

17. Cost of sales (continued)

D. Analysis of material consumed

In Taka	For the year ended 31 December 2025	2024
Raw material		
Soap Noodles	**897,290,941**	857,559,644
Pine Oil 85%Min Bp	**47,641,257**	33,451,809
Pcmx	**-**	18,953,728
Hydrochloric Acid	**36,334,809**	38,728,901
Labsa	**26,521,065**	29,949,619
Color Pigment Yellow	**8,413,524**	7,863,149
Granular Soday Dyed	**11,007,821**	9,912,492
Galaxy Mw 257	**482,894**	5,107,650
Texapon Als Is T	**20,399,193**	11,956,841
Isopropyl Alcohol	**17,760,084**	15,471,617
Na Lauryl Ether	**20,060,457**	12,096,261
Castor Oil	**10,877,229**	8,628,499
Lemon Grass Oil	**10,384,218**	11,759,971
Dolomite Bd For Harpic Total	**22,822,456**	18,245,328
Benzalkonium Chloride Soln.80%	**13,022,760**	10,326,044
Alkylamine Ethoxylate/Ta 20	**-**	74,465,829
Alkyl Trimeth Ammon Chlor/Ttac	**41,432,573**	40,046,540
Arcticool+ Mod2 Bs Tth 1966037	**2,152,034**	5,273,945
Propylene Glycol Codex	**10,565,280**	12,848,076
Pine Oil 50%	**20,205,962**	17,498,372
Citrusgrove 20M1 Mpc T15146063	**15,627,009**	12,910,982
Soda Ash Light Bd	**6,758,573**	8,052,412
Glycerine-Pharma	**-**	6,854,600
Chloroxylenol (Pcmx)/Brown	**45,802,564**	23,556,470
Freshness Matters 94	**3,480,382**	4,604,536
Coco Amido Propyl Betaine	**7,355,943**	5,636,060
Dye Acid Blue 93	**6,773,165**	5,114,926
Deep Green Spells Tsg14-07765	**5,788,391**	6,580,347
Elsa Bs H Tt 21 M3 Moc	**20,715,459**	23,416,010
Trilon M	**5,883,444**	4,922,945
Talc - Cosmetic Grade - B'Desh	**4,331,191**	4,620,155
Fir. Floral Complete Mocg	**4,982,488**	4,577,846
Methyl Salicylate	**-**	4,532,398
Alkylethoxylate C12-14/Galaxy	**10,383,263**	4,166,271
Arcticgreen Hrb 02 Bs Tt	**5,257,782**	3,776,858
Glycerin Cp	**10,643,073**	3,601,860
Tri Ethanol Amine (Bd)	**-**	3,340,610
Floral Spring Tox Ok	**4,475,232**	3,227,526
Titanium Di Oxide.	**2,989,285**	3,024,866
Lemon Zest 169352	**2,495,083**	2,862,907

Notes to the financial statements (continued)

17. Cost of sales (continued)

D. Analysis of material consumed (continued)

In Taka	For the year ended 31 December 2025	2024
Alkylamine Ethoxylate-Ta2Eo	**80,803,304**	2,268,406
Fuji 21 M1 Tbc Mocg 259892	**28,597,525**	878,968
Conv+Other Rm&Ser Cost At 300G	**5,350,761**	3,835,936
Cocomonoethanol Amide.	**3,714,559**	2,126,312
Conv+Other Rm&Ser Cost At 75Gm	**3,646,244**	2,550,989
Sodium Bicarbonate	**2,766,645**	2,410,712
Citric Acid Anhydrous	**2,565,018**	2,203,489
Sidhcol Yellow 3Gl	**2,417,870**	2,096,900
Others	**74,430,564**	81,387,761
	1,585,409,374	1,479,284,376
Packing material		
Skillet	**77,908,842**	77,666,643
Outer and cartons	**81,184,839**	74,809,365
Plastic container	**267,396,973**	247,757,436
Label	**48,365,101**	42,708,646
Polybag /HDPE	**30,834,353**	30,483,912
Cap	**40,911,275**	39,420,971
Others	**19,157,982**	29,691,120
	565,759,365	542,538,093
	2,151,168,739	2,021,822,470

E. Statement of production

Own manufacture

Line of business	Unit of measurement	Installed capacity shift single basis	Multiple shifts as applicable For the year ended 31 December 2025	2024	Percentage increase/ (decrease)
Household & toiletries	Thousand Litre	**17,692**	**42,575**	42,575	-0%
	Metric Ton	**5,439**	**16,316**	16,316	0%
Pharmaceuticals	Million No.	-	-	-	0%
	Thousand Litre	**604**	**1,806**	1,806	0%
Total	Metric Ton	**5,439**	**16,316**	16,316	0%
	Thousand Litre	**18,296**	**44,381**	44,381	-0%
	Million No.	-	-	-	**0%**

ii. Imports for re-sale

Line of business	Unit of measurement	Installed capacity shift single basis	2025	2024	Percentage increase/ (decrease)
Total business	Million No.		**0.04**	-	0%
	Metric Ton		**152**	198	-23%
	Thousand Litre		**99**	57	73%

Notes to the financial statements (continued)

18. Other income

In Taka	Note	For the year ended 31 December 2025	2024
Profit on sale of property, plant and equipment		**2,014,387**	1,963,890
Income from sale of scrap		**8,603,450**	6,272,040
Forfeited amount Provident Fund		**376,826**	212,407
		10,994,663	8,448,337

19. Operating expenses

In Taka	Note	For the year ended 31 December 2025	2024
Selling and distribution expenses	19(A)	**467,634,180**	447,518,837
Administrative expenses	19(B)	**343,536,590**	345,559,176
Royalties	11(B)(iii)	**313,887,974**	302,458,613
Marketing expenses	19(C)	**472,620,515**	453,380,041
		1,597,679,259	1,548,916,667

A. Selling and distribution expenses

Salaries and wages expenses		**278,377,289**	246,380,857
Outsourced manpower		**27,454,749**	20,563,124
Carriage outwards		**71,296,820**	70,384,968
Depot expenses		**10,915,539**	27,521,325
Vehicle expenses		**3,726,744**	3,148,949
Printing, stationery and office supplies		**665,444**	1,104,530
Conveyance, staff meal, travel accommodation		**22,589,110**	25,032,711
Overseas travelling expenses		**182,570**	111,466
Power, fuel and utilities		**6,272,547**	4,457,544
Short lease assets (Sales office rent)		**1,554,904**	1,765,219
Insurance		**9,877,089**	10,053,198
Depreciation-Owned asset	3(B)	**7,983,652**	7,015,885
Depreciation-Leased asset	4(A)(ii)	**21,787,850**	23,012,236
Mobile, telephone and internet		**2,563,117**	3,367,590
Courier expenses		**990,513**	1,036,159
Market Surveillance		**1,392,632**	1,415,448
Staff welfare expenses		**3,611**	74,132
Bank Charge		**-**	1,073,496
		467,634,180	447,518,837

B. Administrative expenses

Salaries and wages expenses		**231,639,141**	233,914,422
Staff welfare expenses		**1,225,773**	653,535
Outsourced manpower		**10,074,552**	7,379,005
Non-executive directors fee		**849,722**	439,998
Mobile, telephone and internet		**2,549,691**	2,577,841

Notes to the financial statements (continued)

19. Operating expenses (continued)

B. Administrative expenses (continued)

		For the year ended 31 December	
In Taka	Note	2025	2024
Courier expenses		**546,190**	589,060
Repairs and maintenance- Vehicle		**164,581**	354,965
Repairs and maintenance		**6,195,609**	7,167,233
Impairment loss on Property, plant & equipment	3(B)	**50,683**	309,528
Conveyance, staff meal, travel accommodation		**3,869,075**	4,997,480
Overseas travelling expenses		**497,680**	2,271,739
Power, fuel and utilities		**2,184,969**	2,852,389
Security expenses		**425,351**	453,475
Corporate office expenses		**7,391,643**	8,635,867
Legal and professional charges	19(B)(i)	**16,436,330**	10,859,876
Printing, stationery and office supplies		**4,542,770**	6,247,104
Subscriptions		**1,384,802**	410,467
Staff recruitment, training and development expenses		**2,207,698**	276,916
AGM expenses		**358,750**	329,167
Trademark fees		**322,416**	307,930
Market research		**13,337,693**	11,352,975
Bank charge		**1,107,100**	3,048,987
Insurance		**674,496**	1,423,343
Depreciation-Owned asset	3(B)	**11,771,297**	11,202,838
Depreciation-Leased asset	4(A)(ii)	**17,540,638**	17,267,810
Corporate Social Responsibility expenses		**2,984,863**	9,697,080
Others		**3,203,078**	538,146
		343,536,590	345,559,176

i. Legal and professional charges

		For the year ended 31 December	
In Taka	Note	2025	2024
Audit fee		**2,170,000**	1,600,000
Legal consultancy		**7,153,708**	5,289,105
Other consulting fees		**7,112,622**	3,970,771
		16,436,330	10,859,876

C. Marketing expenses

Media and advertisement	**461,726,540**	438,759,129
Market Activation	**5,506,082**	9,285,679
Free sample	**5,279,627**	4,717,469
Others	**108,267**	617,764
	472,620,515	453,380,041

Notes to the financial statements (continued)

19. Operating expenses (continued)

In Taka	Note	For the year ended 31 December 2025	2024
D. Promotional expenses			
Promotional expenses		**10,785,715**	9,285,680
		10,785,715	9,285,680

20. Finance income

In Taka	Note	For the year ended 31 December 2025	2024
Interest on short term deposits		**33,133,133**	51,217,170
		33,133,133	51,217,170

21. Finance costs

In Taka	Note	For the year ended 31 December 2025	2024
Interest on lease liabilities	4(A)(iv)	**18,549,197**	9,763,331
Interest on loans and borrowings		**2,253,997**	18,946,374
Interest on net benefit obligation		**12,360,000**	4,110,000
Realized exchange (gain)/loss		**12,456,303**	48,138,808
Unrealized exchange (gain)/loss		**(74,960)**	(214,754)
		45,544,537	80,743,759

22. Contribution to WPPF

In Taka	Note	For the year ended 31 December 2025	2024
Profit before contribution to WPPF		**1,142,019,726**	1,078,731,705
Applicable contribution rate		**5%**	5%
		54,381,892	51,368,176

The Company contributes 5% of the net profit before charging such expense as contribution to WPPF. See Note 2.11(C)(iv)

23. Income tax expense

See accounting policy in Note 2.11 (E)

A. Amounts recognised in profit or loss

In Taka	Note	For the year ended 31 December 2025	2024
Current tax expense			
Current year		**256,898,334**	294,175,528
		256,898,334	294,175,528
Deferred tax (income)/expense			
Origination/(reversal) of temporary differences	23(D)	**13,653,285**	(18,896,449)
		13,653,285	(18,896,449)
Tax expense on continuing operations		**270,551,619**	275,279,079

Notes to the financial statements (continued)

23. Income tax expense (continued)

B. Amounts recognised in OCI

In Taka	For the year ended 31 December 2025 Before tax	Tax benefit	Net of tax	For the year ended 31 December 2024 Before tax	Tax benefit	Net of tax
Items that will not be reclassified to profit or loss						
Remeasurement of defined benefit plan	**(17,625,106)**	**3,525,021**	**(14,100,085)**	(36,740,000)	7,348,000	(29,392,000)
	(17,625,106)	**3,525,021**	**(14,100,085)**	(36,740,000)	7,348,000	(29,392,000)

C. Reconciliation of effective tax rate

In Taka	For the year ended 31 December 2025		2024	
Profit before tax		**1,087,637,834**		**1,027,363,529**
Tax using the Company's tax rate	**20.00%**	**217,527,567**	20.00%	205,079,928
Factors affecting the tax charge for current period:				
Excess/(deficit) of accounting depreciation over fiscal depreciation	**1.25%**	**13,625,268**	1.43%	14,672,953
Excess/(deficit) of rental payment over expenses under IFRS-16	**0.06%**	**660,093**	0.08%	858,194
Provision for stock obsolescence and Impairment (loss)/gain reversal on trade receivables and PPE	**-0.07%**	**(798,992)**	0.12%	1,227,516
Inadmissible expenses as per income tax act 2023	**1.71%**	**18,586,528**	2.67%	27,410,485
Excess of gratuity provision over payment of gratuity	**-2.37%**	**(25,776,000)**	0.48%	4,982,000
Excess of technical services fee over payment of technical services fee/royalty	**2.86%**	**31,142,454**	3.89%	39,944,452
Litigation fines and penalties	**0.05%**	**574,061**	0.00%	-
Additional tax on financial asset	**0.12%**	**1,357,355**	0.00%	-
Movement of temporary differences: as above	**1.26%**	**13,653,285**	-1.84%	(18,896,449)
	24.88%	**270,551,619**	26.83%	275,279,079

D. Movement in deferred tax balances

2025 In Taka	Net balance at 1 January	Recognised in profit or loss	Recognised in OCI	Balance as at 31 December Net	Deferred tax assets	Deferred tax Liabilities
Property, plant and equipment	**21,920,078**	**12,419,298**	**-**	**34,339,376**	**34,339,376**	**-**
Employee benefits	**22,253,205**	**(25,776,000)**	**3,525,021**	**2,226**	**2,226**	**-**
Trade and other receivables	**210,546**	**(39,425)**	**-**	**171,121**	**171,121**	**-**
Inventories	**3,062,958**	**(945,209)**	**-**	**2,117,749**	**2,117,749**	**-**
Unrealised foreign exchange gain/(loss)	**(42,951)**	**27,959**	**-**	**(14,992)**	**-**	**(14,992)**
Right of Use assets- Impact of IFRS 16	**(20,470,975)**	**(9,818,831)**	**-**	**(30,289,806)**	**-**	**(30,289,806)**
Lease liabilities- Impact of IFRS 16	**26,072,190**	**10,478,923**	**-**	**36,551,113**	**36,551,113**	**-**
Net deferred tax assets (Liabilities)	**53,005,051**	**(13,653,285)**	**3,525,021**	**42,876,787**	**73,181,585**	**(30,304,798)**

Notes to the financial statements (continued)

23. Income tax expense (continued)

D. Movement in deferred tax balances (continued)

2024		Recognised		Balance as at 31 December		
	Net balance	in profit	Recognised		Deferred tax	Deferred tax
In Taka	at 1 January	or loss	in OCI	Net	assets	Liabilities
Property, plant and equipment	9,162,763	12,757,315	-	21,920,078	21,920,078	-
Employee benefits	9,923,205	4,982,000	7,348,000	22,253,205	22,253,205	-
Trade and other receivables	173,667	36,879	-	210,546	210,546	-
Inventories	1,979,936	1,083,022	-	3,062,958	3,062,958	-
Unrealised foreign exchange gain/(loss)	-	(42,951)	-	(42,951)	-	(42,951)
Right of Use assets- Impact of IFRS 16	(28,547,527)	8,076,552	-	(20,470,975)	-	(20,470,975)
Lease liabilities- Impact of IFRS 16	34,068,558	(7,996,368)	-	26,072,190	26,072,190	-
Net deferred tax assets (liabilities)	26,760,602	18,896,449	7,348,000	53,005,051	73,518,977	(20,513,926)

E. Uncertainty over income tax expense

As the balance sheet date, the Company filed appeal to the Commissioner of Taxes against the demand raised by DCT for the Tax Audit for the Assessment year 2022-2023.

The Company has estimated the income tax expense in accordance with applicable tax laws and reflected it in the financial statements. The Company believes its provision for tax liabilities is adequate for the open tax years.

24. Earnings per share

A. Basic earnings per share

The calculation of basic earnings per share has been based on the following profit attributable to ordinary shareholders and weighted-average number of ordinary shares outstanding.

i. Profit attributable to ordinary shareholders (basic)

		For the year ended 31 December	
In Taka	Note	2025	2024
Net profit after tax for the year, attributable to the owners of the company		**817,086,215**	752,084,450
Profit/(loss) attributable to ordinary shareholders		**817,086,215**	752,084,450

ii. Weighted-average number of ordinary shares (basic)

Issued ordinary shares at 31 December	9(A)	**4,725,000**	4,725,000
Weighted-average number of ordinary shares at 31 December		**4,725,000**	4,725,000
Basic earnings per share (EPS)		**172.93**	159.17

Weighted average number of ordinary shares was not changed during the current and prior year.

B. Diluted earnings per share

No diluted earnings per share is required to be calculated for the year as there was no scope for dilution during these years.

Notes to the financial statements (continued)

25 Financial instruments - Fair values and risk management

A. Accounting classifications and fair values

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy. It does not include fair value information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

Further, for the current year the fair value disclosure of lease liabilities is also not required.

		Carrying amount						
In Taka	Note	Fair value-hedging instruments	Mandatorily at FVTPL – others	FVOCI – debt instruments	FVOCI – equity instruments	Financial assets at amortised cost	Other financial liabilities	Total
31 December 2025								
Financial assets not measured at fair value								
Trade and other receivables	6	-	-	-	-	**140,086,663**	**-**	**140,086,663**
Cash and cash equivalents	8	-	-	-	-	**1,197,659,174**	**-**	**1,197,659,174**
		-	**-**	**-**	**-**	**1,337,745,837**	**-**	**1,337,745,837**
Financial liabilities not measured at fair value								
Trade and other payables	11	-	-	-	-	-	**(1,788,961,940)**	**(1,788,961,940)**
		-	-	-	-	-	**(1,788,961,940)**	**(1,788,961,940)**
31 December 2024								
Financial assets not measured at fair value								
Trade and other receivables	6	-	-	-	-	128,347,910	-	128,347,910
Cash and cash equivalents	8	-	-	-	-	2,202,588,930	-	2,202,588,930
		-	**-**	**-**	**-**	2,330,936,840	-	2,330,936,840
Financial liabilities not measured at fair value								
Trade and other payables	11	-	-	-	-	-	(1,710,925,241)	(1,710,925,241)
		-	**-**	**-**	**-**	-	(1,710,925,241)	(1,710,925,241)

The Company has not disclosed the fair values for financial instruments such as trade and other receivables, cash and cash equivalents, and trade and other payables because their carrying amounts are a reasonable approximation of fair values.

Notes to the financial statements (continued)

25 Financial instruments - Fair values and risk management (continued)

B. Financial risk management

The Company has exposure to the following risks arising from financial instruments:

- Risk management framework (see (B) (i));
- Credit risk (see (B) (ii));
- Liquidity risk (see (B) (iii)); and
- Market risk (see (B) (iv)).

i. Risk management framework

The Company's board of directors has overall responsibility for the establishment and oversight of the Company's risk management framework. The Company's risk management policies are established to identify and analyse the risks faced by the Company, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies, procedures and systems are reviewed regularly to reflect changes in market conditions and the Company's activities.

ii. Credit risk

Credit risk is the risk of a financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Company's receivables from customers.

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. In monitoring credit risk, receivables are grouped according to their risk profile, i.e. their legal status, financial condition, aging profile etc. The Company's exposure to credit risk on receivables is mainly influenced by customers. Other receivables are mainly related to the interest receivables.

The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position.

(a) Exposure to credit risk

The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at the reporting date was:

In Taka	Note	2025	2024
Trade and other receivables	6	**140,086,663**	128,347,910
Cash and cash equivalents	8	**1,197,659,174**	2,202,588,930
		1,337,745,837	2,330,936,840

(a.1) Trade and other receivables

The exposure to credit risk for Trade and other receivables at the end of the reporting year by external and intercompany was:

In Taka	Note	31 December 2025	31 December 2024
Trade receivables	6	**134,765,115**	121,654,716
Interest receivables	6(B)	**4,944,722**	6,693,194
		139,709,837	128,347,910

Notes to the financial statements (continued)

25 Financial instruments - Fair values and risk management (continued)

B. Financial risk management (continued)

ii. Credit risk (continued)

(a.1) Trade and other receivables (continued)

The aging of trade receivables at 31 December 2025

The following table provides information about the exposure to credit risk and ECLs for trade receivables as at 31 December 2025.

	Gross carrying amount	Weighted Average loss rate	Loss allowance	Credit impaired
Generic provision	**135,403,625**	**0.25%**	**(338,509)**	**No**
Specific provision	**300,000**		**(300,000)**	**Yes**
Specific provision	**217,096**		**(217,096)**	**Yes**
			(855,605)	

The Company has changed its estimate for calculating expected credit loss allowance, effective from 31st October 2025. The generic credit loss allowance is calculated on the total trade receivables for the period, with no exclusions, multiplied by the fixed 0.25%. It's an estimate for overall risk, based on historical trends, risk factors, and expected credit losses across a broad portfolio of receivables.

Moreover, specific bad debt provisions are recorded to cover anticipated credit losses on identifiable receivables that are considered doubtful or collectible, based on objective evidence. It reflects the expected loss on particular accounts rather than general estimation.

The aging of trade receivables at 31 December 2024

The following table provides information about the exposure to credit risk and ECLs for trade receivables as at 31 December 2024.

	Gross carrying amount	Weighted Average loss rate	Loss allowance	Credit impaired
Past due 1-30 days	114,682,937	0.50%	(467,291)	No
Past due 31-60 days	7,616,224	2.50%	(190,406)	No
Past due 61-90 days	13,949	5.00%	(697)	No
Past due 91-120 days	-	10.00%	-	No
Past due over 120 days	394,334	100.00%	(394,334)	No
			(1,052,728)	

The credit loss allowance is calculated using fixed percentage linked to the period-end ageing profile. An adjustment is applicable for customers for which bank guarantees are received for recovering a specific amount.

The aging of interest receivables at 31 December

	Note	31 December 2025	31 December 2024
Past due 1-30 days		**-**	1,044,444
Past due 31-60 days		**1,833,611**	3,448,750
Past due 61-90 days		**3,111,111**	2,200,000
Past due 91-120 days		**-**	-
Past due over 120 days		**-**	-
		4,944,722	6,693,194

Notes to the financial statements (continued)

25 Financial instruments - Fair values and risk management (continued)

B. Financial risk management (continued)

ii. Credit risk (continued)

(a.2) Cash and cash equivalents

The exposure to credit risk for cash and cash equivalents at the end of the reporting year was:

In Taka	Note	31 December 2025	31 December 2024
Bank balances	8(A)	**1,197,659,174**	2,202,588,930
		1,197,659,174	2,202,588,930

Cash at bank are held with HSBC, SCB and Citibank N.A. which are rated ST-1 & AAA based on ratings by Credit Rating Agency of Bangladesh (CRAB) and Credit Rating Information and Services Limited (CRISL) respectively.

Notes to the financial statements (continued)

25 Financial instruments - Fair values and risk management (continued)

B. Financial risk management (continued)

iii. Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Company's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Company's reputation.

The Company maintains sufficient cash and cash equivalents to meet expected operational expenses for periods which the Company thinks appropriate. The Company also monitors the level of expected cash inflows on trade and other receivables together with expected cash outflows on trade and other payables. This excludes the potential impact of extreme circumstances that cannot reasonably be predicted such as natural disasters. Moreover, the Company may also get support from the parent in the form of shareholder's loan/capital contribution to ensure payment of obligation in the event that there is insufficient cash to make the required payment.

Exposure to liquidity risk

The following are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted, and include contractual interest payments and exclude the impact of netting agreements.

			Contractual cash flows					
In Taka	**Note**	**Carrying amount**	**Total**	**6 months or less**	**6-12 months**	**1-2 years**	**2-5 years**	**More than 5 years**
31 December 2025								
Non-derivative financial liabilities								
Third party trade payables	11(A)	**(326,642,690)**	**(326,642,690)**	**(326,067,586)**	**(289,210)**	**(285,895)**	-	-
Inter-company trade payables	11(A)	**(8,054,990)**	**(8,054,990)**	**(8,054,990)**	-	-	-	-
Third party other payables	11(B)	**(1,140,376,286)**	**(1,140,376,286)**	**(1,140,376,286)**	-	-	-	-
Inter-company other payables	11(B)	**(313,887,974)**	**(313,887,974)**	-	**(313,887,974)**	-	-	-
Loans and borrowings	13	-	-	-				
Lease liabilities	4(A)(iii)	**(182,755,567)**	**(226,525,128)**	**(26,223,973)**	**(32,518,503)**	**(48,385,521)**	**(119,397,131)**	-
		(1,971,717,507)	**(2,015,487,068)**	**(1,500,722,834)**	**(346,695,687)**	**(48,671,416)**	**(119,397,131)**	-
31 December 2024								
Non-derivative financial liabilities								
Third party trade payables	11(A)	(339,870,818)	(339,870,818)	(339,870,818)	-	-	-	-
Inter-company trade payables	11(A)	(13,634,858)	(13,634,858)	(13,634,858)	-	-	-	-
Third party other payables	11(B)	(1,054,960,952)	(1,054,960,952)	(1,054,960,952)	-	-	-	-
Inter-company other payables	11(B)	(302,458,613)	(302,458,613)	-	(302,458,613)	-	-	-
Loans and borrowings	13	(69,327,140)	(69,327,140)	(69,327,140)	-	-	-	-
Lease liabilities	4(A)(iii)	(130,360,949)	(155,303,035)	(15,270,840)	(15,270,840)	(33,268,770)	(91,492,585)	-
		(1,910,613,330)	1,935,555,416)	(1,493,064,608)	(317,729,453)	(33,268,770)	(91,492,585)	-

Notes to the financial statements (continued)

25 Financial instruments - Fair values and risk management (continued)

B. Financial risk management (continued)

iv. Market risk

Market risk is the risk that changes in market prices – e.g. foreign exchange rates, interest rates and equity prices – will affect the Company's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

(a) Currency risk

The Company is exposed to currency risk on sales, purchases and borrowings incurred in foreign currencies. The Company's foreign currency transactions are denominated in USD, EUR and GBP.

(b) Exposure to currency risk

The company's exposure to foreign currency risk was as follows based on notional amounts:

	31 December 2025				31 December 2024			
	BDT	USD	EUR	GBP	BDT	USD	EUR	GBP
Foreign currency denominated assets								
Receivables due from related parties	-	-	-	-	-	-	-	-
Total assets	-	-	-	-	-	-	-	-
Foreign currency denominated liabilities								
Trade payables due to related parties	**(8,054,990)**	**(65,933)**	-	-	(13,634,858)	(114,050)	-	-
Total liabilities	**(8,054,990)**	**(65,933)**	-	-	(13,634,858)	(114,050)	-	-
Net exposure	**(8,054,990)**	**(65,933)**	-	-	(13,634,858)	(114,050)	-	-

(c) The following significant exchange rates have been applied during the year

	2025	2024
Average rate		
USD	**121.68**	115.43
EUR	**137.46**	124.87
GBP	**160.51**	147.53
Year end spot rate		
USD	**122.17**	119.55
EUR	**143.50**	123.82
GBP	**164.62**	149.63

(d) Market risk-interest rate risk

Interest rate risk is the risk that arises due to changes in interest rates on fixed deposit receipts.

The Company is exposed to interest rate risk primarily through its investments in Fixed Deposit Receipts (FDRs) with local financial institutions. These FDRs carry fixed interest rates over their contractual terms; therefore, they are not subject to cash flow interest rate risk arising from changes in market interest rates during the tenure of the deposits.

Notes to the financial statements (continued)

25 Financial instruments - Fair values and risk management (continued)

B. Financial risk management (continued)

iv. Market risk (continued)

(d) Market risk-interest rate risk (continued)

However, the Company is exposed to fair value interest rate risk to the extent that future reinvestment rates may differ from the current fixed rates upon maturity of the deposits. Management monitors market interest rate movements on an ongoing basis and reviews deposit renewal strategies to optimize returns within acceptable risk parameters.

At the reporting date, the Company did not have any variable-rate financial assets or liabilities.

	31 December 2025	31 December 2024
	BDT	BDT
Fixed rate instruments		
Financial assets		
Fixed deposit receipts	**500,000,000**	1,620,000,000
Financial liabilities	-	-
Variable rate instruments		
Financial assets	-	-
Financial liabilities		
Loans and borrowings	-	69,327,140
Interest payable	-	304,502

26. Related parties

A. Parent and ultimate controlling party

Reckitt Benckiser Limited, UK has 82.96% shareholding of the Company. As a result, the parent and ultimate controlling party of the Company is Reckitt Benckiser Limited, UK.

B. Transactions with key management personnel

i. Key management personnel compensation

Key management personnel compensation comprised the following.

	For the year ended 31 December			
	2025		2024	
In Taka	Managing Director	Directors and management	Managing Director	Directors and management
Remuneration, bonus and other benefits	**73,041,183**	**69,472,313**	65,797,932	64,021,041
Housing rental	**5,092,635**	**2,886,000**	4,845,000	3,688,351
Leave passage		**11,934**	-	1,151,655
Medical		**414,634**	-	336,774
Short-term employee benefits	**78,133,818**	**72,784,881**	70,642,932	69,197,821
Gratuity provision	-	**1,900,873**	-	1,602,922
Provident fund	-	**2,127,611**	-	1,696,147
Post-employment benefits	-	**4,028,484**	-	3,299,069
	78,133,818	**76,813,366**	**70,642,932**	72,496,890
Number	**1**	**5**	**1**	**4**

Notes to the financial statements (continued)

26. Related parties (continued)

B. Transactions with key management personnel (continued)

i. Key management personnel compensation (continued)

Compensation for Reckitt's key management personnel includes salaries, non-cash benefits and contributions to a post-employment defined benefit plan and provident fund. These expenses are included in operating expenses.

Managing director and certain managers are provided with Company's car, subject to certain limit.

C. Other related party transactions

In Taka	Nature of Relationship	Transaction values for the year ended 31 December		Balance outstanding as at 31 December	
		2025	2024	2025	2024
Parent of the Company					
Dividend payable					
Reckitt Benckiser Limited, UK	Reckitt Benckiser Parent Company	**1,174,799,425**	215,592,300	**-**	-
Fellow subsidiaries of the Company					
Import of finished goods					
Reckitt Benckiser (India) private Ltd.	Reckitt Benckiser Group Company	**76,879,266**	84,971,769	**8,054,990**	13,634,858
Reckitt Benckiser Health Limited, China	Reckitt Benckiser Group Company	**2,733,453**	-	**-**	-
Royalties					
Reckitt Benckiser Health Limited, UK	Reckitt Benckiser Group Company	**201,354,561**	195,481,130	**201,354,561**	195,481,130
Reckitt Benckiser (ENA) B.V., Netherlands	Reckitt Benckiser Group Company	**112,533,413**	106,977,483	**112,533,413**	106,977,483

D. Significant contract where the Company is party and wherein Directors have interest

No such transactions/contact has occured during the year.

Notes to the financial statements (continued)

27. Net asset value per share

In Taka	31 December 2025	31 December 2024
Net Asset	**886,336,839**	1,656,775,709
Weighted average number of ordinary shares outstanding during the year	**4,725,000**	4,725,000
Net asset value per share	**187.58**	350.64

28. Net operating cash flow per share

	For the year ended 31 December	
In Taka	2025	2024
Net operating cash flow	**806,416,503**	106,528,417
Weighted average number of ordinary shares outstanding during the year	**4,725,000**	4,725,000
Net operating cash flow per share	**170.67**	22.55

29. Reconciliation of net operating cash flow

		For the year ended 31 December	
In Taka	Note	2025	2024
Profit before tax		**1,087,637,834**	1,027,363,529
Adjustment for:			
- Depreciation	3(B) & 4(A)(ii)	**189,371,993**	189,601,535
- Impairment on Property, plant & equipment	3(b)	**928,207**	538,077
- (Gain)/Loss on sale of property, plant and equipment	18	**(2,014,387)**	(1,963,890)
- Impairment loss reversal on trade receivables	6(A)(ii)	**(197,123)**	184,391
- Forfeited amount Provident Fund		**(376,826)**	-
- Finance costs	21	**33,259,496**	76,848,513
- Finance income	20	**(33,133,133)**	(51,217,170)
		1,275,476,061	1,241,354,985
Changes in:			
- Inventories		**(121,298,145)**	(126,198,936)
- Trade and other receivables		**(12,913,277)**	8,078,496
- Advances, deposits and prepayments		**(1,995,024)**	23,658,011
- Trade and other payables		**78,341,201**	(765,859,491)
- Employee benefits		**(130,369,788)**	23,510,000
Cash generated from operating activities		**1,087,241,028**	404,543,065
Income tax paid	12	**(280,824,525)**	(298,014,648)
Net cash from operating activities		**806,416,503**	106,528,417

Notes to the financial statements (continued)

30. Commitments

At 31 December, there were some outstanding purchase orders for the company for capital expenditures.

A. Capital expenditure commitment

In Taka	31 December 2025	31 December 2024
Financial expenditures - outstanding purchase orders	**64,623,341**	97,478,681
	64,623,341	97,478,681

31. Contingent liabilities

There are contingent liabilities of Taka 11,329,015 (2024: Taka 17,145,267) on account of bank guarantees, acceptance trust receipt under letter of credit and Taka 366,563,045 (2024: Taka 498,792,829) on account of ordinary letter of credit issued by Standard Chartered Bank and HSBC in favour of the Company.

Out of Taka 11,329,015, Taka 2,778,545 for shipping guarantees (2024: Taka 3,941,367) and Taka 8,550,470 for bank guarantees (2024: Taka 13,203,900) on behalf of Reckitt Benckiser (Bangladesh) PLC.

Import bills/bills receivable Taka 67,395,609 (2024: Taka 125,249,947) have been issued by SCB and HSBC on behalf of Reckitt Benckiser (Bangladesh) PLC.

In Taka	31 December 2025	31 December 2024
Guarantees issued by the Company's scheduled bankers to third parties on counter - indemnities given by the Company	**8,550,470**	13,203,900
Irrevocable letter of credit opened by the scheduled banks net of on account payment	**251,263,066**	239,329,235
	259,813,536	252,533,135

32. Number of employees

The company employed 293 (2024: 332) permanent employees and a varying number of casual and temporary employees as required. All permanent employees receive total remuneration in excess of Taka 36,000 per annum.

Notes to the financial statements (continued)

33. Remittance made in foreign currency (FC)

	For the year ended 31 December 2025		For the year ended 31 December 2024	
Currency	FC	Taka	FC	Taka
Reckitt Benckiser Health Limited,UK (GBP)	**1,060,796**	**175,933,016**	4,567,666	680,569,819
Reckitt Benckiser (ENA) B.V., The Netherland ~~(GBP)~~ (USD)	**787,564**	**96,279,735**	2,588,809	318,623,929
Reckitt Benckiser Limited,UK (GBP)	**6,974,598**	**1,174,799,425**	3,340,178	539,772,709
Mobisy Technologies Private Limited (USD)	**18,801**	**2,299,581**	23,498	2,702,571
Willis Tower Wattson India Private Limited (USD)	**1,600**	**195,360**	1,600	188,800
Total	**8,843,359**	**1,449,507,117**	10,521,751	1,541,857,828

34. Receipt in foreign currency (FC)

		For the year ended 31 December 2025		For the year ended 31 December 2024	
Currency	Nature of receipt	FC	Taka	FC	Taka
Givaudan Treasury International SA (GBP)	Rebate from Supplier	**50,000**	**7,981,410**	-	-
Total		**50,000**	**7,981,410**	-	-

35. Production capacity

Line of business	Unit of measurement	Installed capacity for the year 2025	Percentage of Capacity Utilisation for the year 2025	Installed capacity for the year 2024	Percentage of Capacity Utilisation for the year 2024
Household & toiletries	Thousand Litre	**42,575**	**32.1%**	42,575	31.6%
	Metric Ton	**16,316**	**43.0%**	16,316	44.5%
Pharmaceuticals	Thousand Litre	**1,806**	**45.9%**	1,806	40.5%
	Thousand Litre	**44,381**	**32.6%**	44,381	32.0%
	Metric Ton	**16,316**	**43.0%**	16,316	44.5%

Notes to the financial statements (continued)

36. Events after the reporting date

For the year 2025, the Board of Directors recommended a final dividend of Taka 173 per share amounting to Taka 817,425,000 at the board meeting held on 30 April 2026.

There is no material events after balance sheet date that may affect financial statements of the Company for the year ended 31 December 2025.

Disclosure for USA vs Iran War

Subsequent to the reporting date, breakout of war with Iran has led to disruption of energy supply from the Middle East to the Asian region, including Bangladesh. As at the date of authorization of the financial statements, these developments have not had any adverse impact on the Company's supply chain operations, selling prices, or cost structure.

These events are considered non adjusting subsequent events under IAS 10 Events after the Reporting Period.

The situation remains highly dynamic and subject to significant uncertainty. Management continues to closely monitor developments and assess their potential implications for the Company's operations, financial position, and cash flows. At present, the Company is unable to reliably estimate the financial impact, if any, arising from these events.

37. Standards issued but not yet effective

A number of new standards are effective for annual periods beginning after 1 January 2025 and earlier application is permitted; the Company has not early adopted the new or amended standards in preparing these financial statements. However, this has no financial impact on the financial position of the Company during the year.

Part A: IFRS 18 Presentation and Disclosure in Financial Statements

IFRS 18 will replace IAS 1 Presentation of Financial Statements and applies for annual reporting periods beginning on or after 1 January 2027. The new standard introduces the following key new requirements.

- Enities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are required to present a newly-defined operating profit subtotal. Entities' net profit will not change.

- Management defined performance measures (MPMs) are disclosed in a single note in the financial statements.

- Enhanced guidance is provided on how to group information in the financial statements.

In addition, all entities are required to use the operating profit subtotal as the starting point for the statement of cash flows when presenting operating cash flows under the indirect method.

The Company is still in the process of assessing the impact of the new standard, particularly with respect to the structure of the Company's statement of profit or loss, the statement of cash flows and the additional disclosures required for MPMs. The Company is also assessing the impact on how information is grouped in the financial statements, including for items currently labelled as "other".

Part B: Other accounting standards

The following new and amended accounting standards are not expected to have a significant impact on the Company's financial statements.

- Classification and Measurement of Financial Instruments (Amendments to IFRS 9 and IFRS 7).
- Contracts Referencing Nature-dependent Electricity (Amendments to IFRS 9 and IFRS 7).

RECKITT BENCKISER (BANGLADESH) PLC
Registered Office: 58/59 Nasirabad Industrial Area, Chittagong - 4209
Corporate Office: The Glass House, 9th & 10th Floors, Plot- 2, Block- SE (B), 38 Gulshan Avenue, Dhaka- 1212

PROXY FORM

I/we, the undersigned being a Member of the above named Company appoint
Mr./Mrs./Miss ____
of____
(Folio no./BO ID no. _______________________) as my / our proxy to vote and act for me/us, and on my/our behalf, at the 65th Annual General Meeting of the Company to be held using Digital Platform (in pursuance with BSEC order BSEC/ICAD/SRIC/2024/318/87 dated March 27, 2024) on Monday 29th June 2026 at 11.00 A.M. and at any adjournment thereof.

Dated this __________________ day of __________________________2026.

Signature of the Proxy

Revenue Stamp Tk. 20/-

Signature of the Shareholder (s)

Name of the Shareholder (s)

Signature of the Witness

Folio no. /BO ID no. _________________

Note:

According to the Articles of Association of the Company, Proxy can only be given to a person who is a Member (shareholder) of the Company, The Proxy Form, duly stamped, must reach the Registered Office / Corporate Office of the Company not less than 72 hours before the time fixed for the meeting.

According to the notification issued by Bangladesh Securities and Exchange Commission (BSEC), all the respected members are requested to send the scan copy of fully completed proxy form to the email addresses: nazmul.arefin@reckitt.com; anisur.rahman2@reckitt.com.

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ATTENDANCE SLIP

"Not applicable, as AGM will be conducted through digital platform"

COMPANY OFFICES

REGISTERED OFFICE
58/59 Nasirabad Industrial Area
Chittagong - 4209
Bangladesh

CORPORATE OFFICE
The Glass House,
9th and 10th Floors, Block-SE (B),
Plot-2, 38 Gulshan Avenue,
Dhaka-1212, Bangladesh.

FACTORY
58/59 Nasirabad Industrial Area
Chittagong - 4209
Bangladesh

NARAYANGONJ DEPOT
R.S Plot No-415 & 455, Moza-Khadun,
Tarabo Pourasava, Ward No. 5,
Rupgonj, Rupshi-1460,
Narayangonj

CHITTAGONG DEPOT
Ruby Gate, 1123 Nasirabad Industrial
Area, P.s-Baizid, Chittagong

SALES OFFICE, KHULNA
Plot No- 30,
Muigunni Main Road
Sonadanga, Khulna

SALES OFFICE, BOGRA
House No.17, Nishindara
Upashahar Housing State
Main Road, Bogra

SALES OFFICE, BARISHAL
803, Rosarium
West College Avenue
C&B Road, Word 21,
Barisal

SALES OFFICE, RAJSHAHI
House No. 483
Block B, Sector 1
Upashahar Housing Estate
Rajshahi

SALES OFFICE, COMILLA
Shaplin, House No - 6,
Block - K, Section - 1,
Housing Estate, Comilla

SALES OFFICE, SYLHET
House 18, Lotif Housing,
Mehendibag,
Sylhet-3100

SALES OFFICE, NARAYANGONJ
TPL Complex, Santidhara
Road 5, Holding 139 (6th
floor), Signboard,
Narayangonj

SALES OFFICE, GAZIPUR
House No. 126/2,
Lalmatia, Uttar Sayabithy
Joydevpur, Gazipur

reckitt.com