

**Reckitt Benckiser Treasury  
Services plc**

Report and Financial Statements  
Year Ended  
31 December 2025

Company Number 05960843

# Reckitt Benckiser Treasury Services plc

## Company Information

---

<b>Directors</b>	Shannon Sue Eisenhardt Thomas Richard Etienne Greene Tanya Claire Richards
<b>Company Secretary</b>	James Edward Hodges
<b>Registered Number</b>	05960843
<b>Registered Office</b>	103-105 Bath Road Slough Berkshire SL1 3UH
<b>Independent Auditor</b>	KPMG LLP 15 Canada Square London E14 5GL

# Reckitt Benckiser Treasury Services plc

## Contents

---

	Page
<b>Strategic Report</b>	1 - 3
<b>Directors' Report</b>	4 - 6
<b>Independent Auditor's Report to the Members of Reckitt Benckiser Treasury Services plc</b>	7 - 12
<b>Profit and Loss Account and Other Comprehensive Income</b>	13
<b>Balance Sheet</b>	14
<b>Statement of Changes in Equity</b>	15
<b>Notes to the Financial Statements</b>	16 - 42

# Reckitt Benckiser Treasury Services plc

## Strategic Report For the Year Ended 31 December 2025

---

The Directors of Reckitt Benckiser Treasury Services plc (the "Company") present their Strategic Report for the year ended 31 December 2025.

### Principal activities

The principal activity of the Company is to provide financing to the Group, including to act as a finance company for other Group companies. The Company, which is a member of the Reckitt group of companies (the "Group"), carries out the strategy intended by the Company Directors.

### Business review

#### *Review of the business*

Given the nature of the business, the Company's Directors are of the opinion that analysis using KPIs is not necessary for an understanding of the development, performance or position of the business.

The development, performance and position of the operations of the Group is discussed on pages 7 to 47 of the Group's 2025 Annual Report, which does not form part of this report.

### Principal risks and uncertainties

The principal risks and uncertainties of the Company are integrated with the principal risks of the Group and are not managed separately. Accordingly, the principal risks and uncertainties of Reckitt Benckiser Group plc, which include those of the Company, are discussed on pages 48 to 51 of the Group's 2025 Annual Report and Financial Statements which do not form part of this report. In addition, those principal risks and uncertainties of the Group, that also represent those of the Company, are discussed in the financial instruments note 13 to these Financial Statements.

#### *Financial risk management*

The Company is a subsidiary undertaking within the Group. Cash funds of the Group are managed at Group level. Interest is received/paid by the Company on certain loans with other Group companies, on bonds and commercial paper.

#### *Liquidity and interest rate risk*

The Company's arrangements with the Group, as described above, ensure it can access the funds needed to meet its liquidity requirements as cash can be obtained through Group funding and external borrowings. Interest receivable/payable on loans with other Group companies, bonds and commercial paper are calculated at both fixed and variable rates of interest. The Group's liquidity requirements and interest rate risks are managed at a Group level.

#### *Currency risk*

The Company's functional currency is Sterling and its Financial Statements are also presented in Sterling. Some transactions undertaken by the Company are denominated in currencies other than Sterling. The Company's policy is to actively manage its exposure to currency risk and to minimise this risk. The Company purchases derivatives, including the use of forward contracts to manage its exposure to foreign currency debt, as part of its treasury management activities. As at 31 December 2025, the net derivative value was a liability of £77m (2024: liability of £148m).

# Reckitt Benckiser Treasury Services plc

## Strategic Report (continued) For the Year Ended 31 December 2025

### Principal risks and uncertainties (continued)

#### *Credit risk*

The Company has no significant concentrations of credit risk. Financial Institution counterparties are subject to approval under the Group's counterparty risk policy and such approval is limited to financial institutions with a BBB rating or above. The amount of exposure to any individual counterparty is subject to a limit defined within the counterparty risk policy, which is reassessed annually by the Board of Reckitt Benckiser Group plc. Amounts owing from companies in the Group are usually remitted within the Company's standard credit terms.

### Statement under section 172 of the Companies Act 2006

This statement, which forms part of the Strategic Report, describes how the Directors have had regard to the matters set out in section 172(1)(a) to (f) of the Companies Act 2006 (the "Act") during 2025. The statement has been prepared in response to the obligations as set out in the Companies (Miscellaneous Reporting) Regulations 2018.

As required by section 172 of the Act, a Director of a Company must act in a way s/he considers, in good faith, would most likely promote the success of the Company for the benefit of its shareholders. In doing this, the Director must have regard, amongst other matters, to the:

- likely consequences of any decisions in the long-term;
- interests of the Company's employees;
- need to foster the Company's business relationships with suppliers, customers and others;
- impact of the Company's operations on the community and environment;
- Company's reputation for high standards of business conduct; and
- need to act fairly as between members of the Company.

In discharging our section 172 duties we have regard to the factors set out above. In addition, we also have regard to other factors which we consider relevant to the decision being made. As a Board our aim is always to uphold the highest standards of governance and conduct, taking decisions in the interests of the long-term sustainable success of the Company, generating value for our shareholders and contributing to wider society. Board meetings are held periodically where the directors consider the Company's activities and make decisions. As a part of those meetings the directors receive information on section 172 matters when making relevant decisions. Understanding our stakeholders is key to ensuring the Board can have informed discussions and factor stakeholder interests into decision-making. Those factors, for example, include the interests and views of other members of our Group and our relationship with our lenders. By considering the Company's purpose and values, together with its strategic priorities and having a process in place for decision making, we aim to make sure that our decisions are consistent and appropriate in all the circumstances. In particular:

- The strategy of the Group applies to the Company, as a member of the Group, and shapes the Company's business operations and activities. Details of the Group's long-term strategy can be found on pages 7 to 23 of the Group's 2025 Annual Report, which does not form part of this report but is available at [reckitt.com](http://reckitt.com).
- The Company is committed to responsible and ethical corporate behaviour. This includes high standards of business conduct in our relationships. The Company operates under documented policies approved by the Group, including the Group's Code of Business Conduct, Global Anti Bribery Policy and Sourcing for Sustainable Growth Policy, and processes are in place to ensure compliance therewith.

# Reckitt Benckiser Treasury Services plc

## Strategic Report (continued) For the Year Ended 31 December 2025

---

### Statement under section 172 of the Companies Act 2006 (continued)

Most decisions made by the Board during the year are deemed to be routine in nature and are taken on a regular basis. Moreover, as the principal activity of the Company is to provide loan facilities to other entities in the Group, the breadth of stakeholder and other considerations that would often apply in operating or commercial trading companies have generally not applied to the decisions made by the Directors.

During the year the decisions taken by the Company included the approval of the audited financial statements for the year ended 31 December 2025. In making our decisions we considered a range of factors. These included the long-term viability of the Company; its expected cash flow and financing requirements; the ongoing need for strategic investment in our business and the expectations of the Group.

### Results for the year and movement on reserves

The Financial Statements for the year ended 31 December 2025 show a profit of £383m (2024: profit of £461m). The profit for the year has been added to reserves (2024: added to reserves). As at 31 December 2025 the Company has net assets of £4,363m (2024: £6,624m). On 7 July 2025, the Company made an interim distribution of £2,647m (2024: £nil) to its sole shareholder Reckitt Benckiser Limited. The Directors do not propose the payment of a final dividend (2024 - £Nil).

### Future developments

No significant change in the business of the Company has taken place during the year or is expected in the immediately foreseeable future.

This report was approved by the Board on 17 June 2026 and signed on its behalf.

Signed by:



CAA1FACB5B9D44B...

**Tanya Claire Richards**  
Director

# Reckitt Benckiser Treasury Services plc

## Directors' Report to the members of Reckitt Benckiser Treasury Services plc For the Year Ended 31 December 2025

---

The Directors present their report and the audited Financial Statements for the year ended 31 December 2025.

### Directors

The Directors of the Company who held office during the year and up to the date of signing of the Financial Statements, unless otherwise stated, were:

Shannon Sue Eisenhardt  
Thomas Richard Etienne Greene  
Tanya Claire Richards (appointed 12 February 2025)  
Christopher James Bealer (resigned 29 January 2025)

### Directors' indemnity

On 28 July 2009, Reckitt Benckiser Group plc executed a deed poll of indemnity for the benefit of each individual who is, at any time on, or after 28 July 2009, an officer of Reckitt Benckiser Group plc and/or any company within the Group in respect of costs of defending claims against them and liabilities suffered or incurred by them.

### Statement of Directors' responsibilities in respect of the Strategic Report, the Directors' Report and the Financial Statements

The Directors are responsible for preparing the Strategic Report, the Directors' Report and the Financial Statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare Financial Statements for each financial year. Under that law they have elected to prepare the Financial Statements in accordance with UK accounting standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 101 *Reduced Disclosure Framework*.

Under company law the Directors must not approve the Financial Statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that year. In preparing these Financial Statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the Financial Statements
- assess the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the Financial Statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of Financial Statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Company and to prevent and detect fraud and other irregularities.

Under applicable law and regulations, the Directors are also responsible for preparing a Strategic Report, Directors' Report, and Corporate Governance Statement that complies with that law and those regulations.

# Reckitt Benckiser Treasury Services plc

## Directors' Report to the members of Reckitt Benckiser Treasury Services plc (continued) For the Year Ended 31 December 2025

---

### Responsibility Statement of the Directors in respect of the annual financial report

We confirm that to the best of our knowledge:

- the Financial Statements, prepared in accordance with the applicable set of accounting standards, give a true and fair view of the assets, liabilities, financial position and profit or loss of the Company; and
- the Directors' Report/Strategic Report includes a fair review of the development and performance of the business and the position of the issuer, together with a description of the principal risks and uncertainties that they face.

### Employees

The Company is committed to the principle of equal opportunity in employment. No applicant or employee receives less favourable treatment on the grounds of nationality, age, gender, religion, race, ethnicity or disability. The Company recognises its responsibilities to disabled persons and endeavours to assist them to make their full contribution at work. Where employees become disabled, every practical effort is made to allow them to continue in their jobs and to arrange appropriate training. It is essential to the continued improvement in efficiency and productivity throughout the Group that each employee understands the Group's strategies, policies and procedures. Open and regular communication with employees at all levels is an essential part of the management process. A continuing programme of training and development reinforces the Group's commitment to employee development.

### Results for the year and movement on reserves

The Company's results for the year and movements on reserves are included in the Strategic Report on page 3.

### Other information

Disclosures in respect of financial instruments are made in note 13.

### Corporate Governance Considerations

The monitoring of the financial reporting and statutory audit of the Group, which includes the Company, is discussed on pages 74 to 81 of the Reckitt Benckiser Group plc Annual Report 2025. This does not form part of this report but is available at [reckitt.com](http://reckitt.com).

### Other required disclosures

For the year ended 31 December 2025, the Company did not have any securities carrying voting rights admitted to trading on a regulated market and therefore disclosures required by paragraph 13 for Schedule 7 to the Large and Mediumsized Companies and Groups (Accounts and Reports) Regulations 2008 (SI 2008/410) are not applicable.

### Financial risk management

The Company's approach to managing financial risk is included in the Strategic Report on page 1.

# Reckitt Benckiser Treasury Services plc

## Directors' Report to the members of Reckitt Benckiser Treasury Services plc (continued) For the Year Ended 31 December 2025

---

### Going concern

The primary risk surrounding this Company is in relation to its ability to repay external debt arrangements, as stated in note 13.

The Directors have performed an assessment of the ability to recover intercompany receivables and the parental support of Reckitt Benckiser Group plc to such counterparties, as is necessary if these liabilities are called up for repayment. As with any company placing reliance on other group entities for financial support, the Directors acknowledge that there can be no certainty that this support will continue although, at the date of approval of these Financial Statements, they have no reason to believe that it will not do so.

In addition, the Directors have considered that the Company has access to committed borrowing facilities of £4,500m as at 17 June 2026, and of which £3,900m was undrawn at the date of approval of these Financial Statements. Of the committed borrowing facilities, £4,500m expires after more than two years.

Considering this and the impact of key risks on going concern, the Directors deemed that there were no material uncertainties surrounding going concern. On that basis, the Directors are confident that the Company will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the Financial Statements and therefore have prepared the Financial Statements on a going concern basis.

### Independent auditor

The Company has adopted Articles which are compliant with provisions of the Companies Act 2006 and is therefore not required to hold annual general meetings to lay Financial Statements before the shareholders nor to reappoint the auditor annually.

### Political contributions

Neither the Company nor its subsidiary made any political donations or incurred any political expenditure during the year.

### Disclosure of information to auditor

Each of the persons who are Directors at the time when this Directors' Report to the members of Reckitt Benckiser Treasury Services plc is approved has confirmed that:

- so far as the Director is aware, there is no relevant audit information of which the Company's auditor is unaware, and
- the Director has taken all the steps that ought to have been taken as a Director in order to be aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

This report was approved by the Board on 17 June 2026 and signed on its behalf.

Signed by:

  
CAA1FACB5B9D44B...

**Tanya Claire Richards**  
Director

# Reckitt Benckiser Treasury Services plc

## Independent Auditor's Report to the Members of Reckitt Benckiser Treasury Services plc

---

### 1 Our opinion is unmodified

We have audited the financial statements of Reckitt Benckiser Treasury Services plc (“the Company”) for the year ended 31 December 2025 which comprise the Profit and Loss Account and Other Comprehensive Income, Balance Sheet, Statement of Changes in Equity and the related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 December 2025 and of its profit for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 101 *Reduced Disclosure Framework*; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### ***Basis for opinion***

We conducted our audit in accordance with International Standards on Auditing (UK) (“ISAs (UK)”) and applicable law. Our responsibilities are described below. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion. Our audit opinion is consistent with our report to the Directors.

We were first appointed as auditor by the directors on 17 May 2019. The period of total uninterrupted engagement is for the eight financial years ended 31 December 2025. We have fulfilled our ethical responsibilities under, and we remain independent of the Company in accordance with, UK ethical requirements including the FRC Ethical Standard as applied to listed public interest entities. No non-audit services prohibited by that standard were provided.

### 2 Key audit matters: our assessment of risks of material misstatement

Key audit matters are those matters that, in our professional judgement, were of most significance in the audit of the financial statements and include the most significant assessed risks of material misstatement (whether or not due to fraud) identified by us, including those which had the greatest effect on: the overall audit strategy; the allocation of resources in the audit; and directing the efforts of the engagement team. We summarise below the key audit matters (unchanged from 2024), in decreasing order of audit significance, in arriving at our audit opinion above, together with our key audit procedures to address those matters and, as required for public interest entities, our results from those procedures. These matters were addressed, and our results are based on procedures undertaken, in the context of, and solely for the purpose of, our audit of the financial statements as a whole, and in forming our opinion thereon, and consequently are incidental to that opinion, and we do not provide a separate opinion on these matters.

# Reckitt Benckiser Treasury Services plc

## Independent Auditor's Report to the Members of Reckitt Benckiser Treasury Services plc

	The Risk	Our Response
<p><b>Recoverability of amounts owed by Group undertakings</b></p> <p>£41,641,000,000 (2024: £48,366,000,000)</p> <p>Refer to note 1 (accounting policy) and note 9 (financial disclosures)</p>	<p><b>Reliance on support</b></p> <p>The carrying amount of the amounts owed by Group undertakings is significant and at risk of irrecoverability due to the net current liabilities of certain entities to which the Company lends. The Company is reliant on support provided by their ultimate parent to the relevant Group undertaking in assessing the recoverability of the balance.</p>	<p>Our procedures included:</p> <ul style="list-style-type: none"> <li>— <b>Funding assessment:</b> Challenging the financial capacity of the ultimate parent and the Group it heads by inspecting the Group's latest available audited financial statements and considering the ability of the ultimate parent to provide financial support.</li> <li>— <b>Evaluating intent:</b> Challenging the Directors' assessment of the intention of the ultimate parent to provide financial support by considering the Group's history of providing support and the commercial advantages and disadvantages to the ultimate parent of providing such support.</li> <li>— <b>Assessing transparency:</b> Assessing the adequacy of the Company's disclosures in respect of amounts owed by Group undertakings.</li> </ul> <p>We performed the tests above rather than seeking to rely on any of the Company's controls as detailed testing is the most effective means of obtaining audit evidence in this area.</p> <p><b>Our results:</b> We found the Company's assessment of the recoverability of the amounts owed by Group undertakings to be acceptable.</p>

### 3 Our application of materiality and an overview of the scope of our audit

Materiality for the Financial Statements as a whole was set at £430m (2024: £420m), determined with reference to a benchmark of total assets of which it represents 1.0% (2024: 1.0%). We consider total assets to be the most appropriate benchmark given the Company's primary activity is the financing of other Group companies.

In line with our audit methodology, our procedures on individual account balances and disclosures were performed to a lower threshold, performance materiality, so as to reduce to an acceptable level the risk that individually immaterial misstatements in individual account balances add up to a material amount across the Financial Statements as a whole.

Performance materiality was set at 75% (2024: 75%) of materiality for the Financial Statements as a whole, which equates to £322m (2024: £315m). We applied this percentage in our determination of performance materiality because we did not identify any factors indicating an elevated level of risk.

We agreed to report to the Board of Directors any corrected or uncorrected identified misstatements exceeding £21m (2024: £21m), in addition to other identified misstatements that warranted reporting on qualitative grounds.

#### Scope

Our audit of the Company was undertaken to the materiality level specified above and was performed in its entirety at the Company's head office in the United Kingdom.

# Reckitt Benckiser Treasury Services plc

## Independent Auditor's Report to the Members of Reckitt Benckiser Treasury Services plc

---

### 4 Going concern

The directors have prepared the financial statements on the going concern basis as they do not intend to liquidate the Company or to cease its operations, and as they have concluded that the Company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over its ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

We used our knowledge of the Company, its industry, and the general economic environment to identify the inherent risks to its business model and analysed how those risks might affect the Company's financial resources or ability to continue operations over the going concern period.

Due to the fact that the Company's acts as a treasury for the entire Group, we considered both its and the Group's fortunes to be closely linked. As a result, when performing our assessment of the Company's ability to continue as a going concern, we considered risks which would apply to the Group as a whole. The risks that we considered most likely to adversely affect the Group's available financial resources and metrics relevant to debt covenants over this period were a cyber security event disrupting operations and potential adverse settlement outcomes from the ongoing NEC litigation.

We considered whether these risks could plausibly affect the liquidity or covenant compliance in the going concern period by comparing severe, but plausible downside scenarios that could arise from these risks individually and collectively against the level of available financial resources and covenants indicated by the Company's financial forecasts.

Our procedures also included an assessment of whether the going concern disclosure in note 1 to the Financial Statements gives a full and accurate description of the Directors' assessment of going concern.

Our conclusions based on this work:

- we consider that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- we have not identified, and concur with the directors' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for the going concern period; and
- we found the going concern disclosure in note 1 to be acceptable.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the Company will continue in operation.

# Reckitt Benckiser Treasury Services plc

## Independent Auditor's Report to the Members of Reckitt Benckiser Treasury Services plc

---

### 5 Fraud and breaches of laws and regulations – ability to detect

#### Identifying and responding to risks of material misstatement due to fraud

To identify risks of material misstatement due to fraud (“fraud risks”) we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud.

Our risk assessment procedures included:

- Enquiring of Directors and the inspection of the minutes of the meetings of the Board. Inspection of the Company’s policies and procedures to prevent and detect fraud, as well as whether the Directors have knowledge of any actual, suspected or alleged fraud.
- Using analytical procedures to identify any unusual or unexpected relationships.

We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit.

As required by auditing standards, we perform procedures to address the risk of management override of controls, in particular the risk that the Company management may be in a position to make inappropriate accounting entries. On this audit we do not believe there is a fraud risk related to revenue recognition because this is not a trading entity.

We did not identify any additional fraud risks.

We also performed procedures including identifying journal entries to test based on risk criteria and comparing the identified entries to supporting documentation. These included those posted by senior finance management.

#### Identifying and responding to risks of material misstatement related to compliance with laws and regulations

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the Financial Statements from our general commercial and sector experience through discussion with the Directors and other management (as required by auditing standards), and from inspection of the Company’s regulatory and legal correspondence and inspection of the policies and procedures regarding compliance with laws and regulations.

We communicated identified laws and regulations throughout our team and remained alert to any indications of noncompliance throughout the audit.

The potential effect of these laws and regulations on the Financial Statements varies considerably.

The Company is subject to laws and regulations that directly affect the Financial Statements including financial reporting legislation (including related companies’ legislation), distributable profits legislation, and taxation legislation (direct and indirect). We assessed the extent of compliance with these laws and regulations as part of our procedures on the related Financial Statement items.

Whilst the Company is subject to many other laws and regulations, we did not identify any others where the consequences of non-compliance alone could have a material effect on amounts or disclosures in the Financial Statements.

# Reckitt Benckiser Treasury Services plc

## Independent Auditor's Report to the Members of Reckitt Benckiser Treasury Services plc

---

### Context of the ability of the audit to detect fraud or breaches of law or regulation

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed noncompliance with laws and regulations is from the events and transactions reflected in the Financial Statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of fraud, as this may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing noncompliance or fraud and cannot be expected to detect noncompliance with all laws and regulations.

### 6 We have nothing to report on the other information in the Annual Report

The directors are responsible for the other information presented in the Report together with the financial statements. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work we have not identified material misstatements in the other information.

#### *Strategic report and directors' report*

Based solely on our work on the other information:

- we have not identified material misstatements in the strategic report and the directors' report;
- in our opinion the information given in those reports for the financial year is consistent with the financial statements; and
- in our opinion those reports have been prepared in accordance with the Companies Act 2006.

### 7 We have nothing to report on the other matters on which we are required to report by exception

Under the Companies Act 2006, we are required to report to you if, in our opinion:

- adequate accounting records have not been kept by the Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in these respects.

### 8 Respective responsibilities

#### *Directors' responsibilities*

As explained more fully in their statement set out on page 4, the directors are responsible for: the preparation of the financial statements including being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

## Reckitt Benckiser Treasury Services plc

### Independent Auditor's Report to the Members of Reckitt Benckiser Treasury Services plc

---

#### 8 Respective responsibilities (continued)

##### ***Auditor's responsibilities***

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 our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities).

#### 9 The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Zulfikar Walji (Senior Statutory Auditor)**  
**for and on behalf of KPMG LLP, Statutory Auditor**  
*Chartered Accountants*

15 Canada Square  
London  
E14 5GL

17 June 2026

## Reckitt Benckiser Treasury Services plc

### Profit and Loss Account and Other Comprehensive Income For the Year Ended 31 December 2025

	Note	2025 £m	2024 £m
Administrative expenses	3	(3)	(3)
<b>Operating loss</b>	3	<b>(3)</b>	<b>(3)</b>
Interest receivable and similar income	5	2,342	2,810
Interest payable and similar charges	6	(1,843)	(2,204)
<b>Profit before tax</b>		<b>496</b>	<b>603</b>
Tax on profit	7	(113)	(142)
<b>Profit for the financial year</b>		<b>383</b>	<b>461</b>
<b>Other comprehensive income for the year:</b>			
Gain on cash flow hedges (net of tax)		3	13
<b>Total comprehensive income for the year</b>		<b>386</b>	<b>474</b>

The notes on pages 16 to 42 form part of these Financial Statements.

All amounts in the current and prior year relate to continuing operations.


All amounts included in Other Comprehensive Income may be reclassified to profit or loss in subsequent years.

**Reckitt Benckiser Treasury Services plc**  
Registered number:05960843

**Balance Sheet**  
**As at 31 December 2025**

	Note	2025 £m	2024 £m
<b>Non-Current Assets</b>			
Investments	8	-	-
<b>Current Assets</b>			
Debtors due after more than one year	9,13	38	315
Debtors due within one year	9,13	41,685	48,140
Cash and cash equivalents	10,13	1,039	13
		<u>42,762</u>	<u>48,468</u>
Creditors due within one year	11,13	(31,951)	(36,658)
<b>Net Current Assets</b>		<u>10,811</u>	11,810
<b>Total Assets less Current Liabilities</b>		<u>10,811</u>	11,810
Creditors due after more than one year	12,13	(6,448)	(5,186)
<b>Net Assets</b>		<u>4,363</u>	<u>6,624</u>
<b>Equity</b>			
Share capital	16	2	2
Share premium account		3,975	3,975
Other reserves		-	(3)
Retained earnings		386	2,650
<b>Total Equity</b>		<u>4,363</u>	<u>6,624</u>

The Financial Statements on pages 13 to 42 were approved and authorised for issue by the Board and were signed on its behalf on 17 June 2026.

Signed by:  
  
 CAA1FACB5B9D44B...

**Tanya Claire Richards**  
Director

The notes on pages 16 to 42 form part of these Financial Statements.

## Reckitt Benckiser Treasury Services plc

### Statement of Changes in Equity For the Year Ended 31 December 2025

	Share capital £m	Share premium account £m	Other reserves <sup>1</sup> £m	Retained earnings £m	Total equity £m
At 1 January 2025	2	3,975	(3)	2,650	6,624
<b>Comprehensive income</b>					
Profit for the financial year	-	-	-	383	383
Other comprehensive income for the year	-	-	3	-	3
<b>Total comprehensive income for the year</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>383</b>	<b>386</b>
<b>Total transactions with owners</b>					
Dividend distribution	-	-	-	(2,647)	(2,647)
<b>Balance at 31 December 2025</b>	<b>2</b>	<b>3,975</b>	<b>-</b>	<b>386</b>	<b>4,363</b>

### Statement of Changes in Equity For the Year Ended 31 December 2024

	Share capital £m	Share premium account £m	Other reserves <sup>1</sup> £m	Retained earnings £m	Total equity £m
At 1 January 2024	2	3,975	(16)	2,189	6,150
<b>Comprehensive income</b>					
Profit for the financial year	-	-	-	461	461
Other comprehensive income for the year	-	-	13	-	13
<b>Other comprehensive income for the year</b>	<b>-</b>	<b>-</b>	<b>13</b>	<b>-</b>	<b>13</b>
<b>Total comprehensive income for the year</b>	<b>-</b>	<b>-</b>	<b>13</b>	<b>461</b>	<b>474</b>
<b>Total transactions with owners</b>					
	-	-	-	-	-
<b>Balance at 31 December 2024</b>	<b>2</b>	<b>3,975</b>	<b>(3)</b>	<b>2,650</b>	<b>6,624</b>

The notes on pages 16 to 42 form part of these Financial Statements.

<sup>1</sup>Included in other reserves are movements on cash flow hedges, net of tax.

# Reckitt Benckiser Treasury Services plc

## Notes to the Financial Statements For the Year Ended 31 December 2025

---

### 1. Accounting Policies

The principal accounting policies are summarised below. They have been applied consistently throughout the year and the preceding year.

#### 1.1 General Information

Reckitt Benckiser Treasury Services plc is a public limited company, limited by shares and is incorporated in England and Wales. The address of the registered office is given on the Company Information page at the beginning of these Financial Statements.

#### 1.2 Statement of Compliance

The Financial Statements have been prepared on a going concern basis, under the historical cost convention, as modified by the revaluation of financial assets and financial liabilities (including derivative instruments) at fair value through profit or loss and in compliance with United Kingdom Accounting Standards, comprising Financial Reporting Standard 101, Reduced Disclosure Framework and the Companies Act 2006.

#### 1.3 Basis of Preparation

The preparation of Financial Statements in compliance with Financial Reporting Standard 101 Reduced Disclosure Framework requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the Company's accounting policies (see note 2). All amounts have been rounded to the nearest million.

#### 1.4 Going concern

The primary risk surrounding this Company is in relation to its ability to repay external debt arrangements, as stated in note 13.

The Directors have performed an assessment of the ability to recover intercompany receivables and the parental support of Reckitt Benckiser Group plc to such counterparties, as is necessary if these liabilities are called up for repayment. As with any company placing reliance on other group entities for financial support, the Directors acknowledge that there can be no certainty that this support will continue although, at the date of approval of these Financial Statements, they have no reason to believe that it will not do so.

In addition, the Directors have considered that the Company has access to committed borrowing facilities of £4,500m as at 17 June 2026, and of which £3,900m was undrawn at the date of approval of these Financial Statements. Of the committed borrowing facilities, £4,500m expires after more than two years.

Considering this and the impact of key risks, the Directors deemed that there were no material uncertainties surrounding going concern. On that basis, the Directors are confident that the Company will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the Financial Statements and therefore have prepared the Financial Statements on a going concern basis.

# Reckitt Benckiser Treasury Services plc

## Notes to the Financial Statements For the Year Ended 31 December 2025

---

### 1. Accounting Policies (continued)

#### 1.5 Changes in accounting policy and disclosure

The following accounting standard amendments were adopted by the Company on 1 January 2025. They have not had a material impact on the Financial Statements.

- Lack of exchangeability (Amendments to IAS 21)

The Company is within the scope of the Pillar Two rules which took effect on 1 January 2024. The Pillar Two rules, developed by the Organisation for Economic Co-operation and Development (OECD) aim to ensure that multinationals pay a minimum effective corporate tax rate of 15% on income arising in all jurisdictions in which they operate. The UK government enacted legislation on 11 July 2023 that translated the Pillar Two rules into UK law. The impact of the Pillar Two rules does not have a material impact on the Company.

The Company has applied the temporary mandatory exception from accounting for deferred taxes arising from the Pillar Two model rules as set out in International Tax Reform – Pillar Two Model Rules (Amendments to IAS 12) issued by the International Accounting Standards Board on 23 May 2023.

#### 1.6 Financial Reporting Standard 101 – Reduced Disclosure Exemptions

The Company has taken advantage of the following disclosure exemptions in preparing these Financial Statements, as permitted by FRS 101 for qualifying entities:

- The requirements of IAS 7 Statement of Cash Flows;
- The requirements in IAS 24 Related Party Disclosures not to disclose related party transactions entered into between two or more members of a group, provided that any subsidiary which is a party to the transaction is wholly owned by such a member;
- The requirements of paragraphs 17 and 18A of IAS 24 Related Party Disclosures;
- The following paragraphs of IAS 1, 'Presentation of Financial Statements':
  - 10(d), (Statement of Cash Flows),
  - 16 (statement of compliance with all IFRS),
  - 38A (requirement for minimum of two primary statements, including cash flow statements),
  - 38B-D (additional comparative information),
  - 40A-D (requirements for a third statement of financial position),
  - 111 (cash flow statement information), and
  - 134-136 (capital management disclosures).
- The requirements of paragraphs 130(f)(ii), 130(f)(iii), 134(d) to 134(f) and 135(c) to 135(e) of IAS 36 Impairment of Assets, provided that equivalent disclosures are included in the consolidated Financial Statements of the Group in which the entity is consolidated.

The Company's results are included in the publicly available consolidated Financial Statements of Reckitt Benckiser Group plc and these Financial Statements may be obtained from 103-105 Bath Road, Slough, Berkshire, SL1 3UH, United Kingdom, or at [reckitt.com](http://reckitt.com).

# Reckitt Benckiser Treasury Services plc

## Notes to the Financial Statements For the Year Ended 31 December 2025

---

### 1. Accounting Policies (continued)

#### 1.7 Consolidation

The Financial Statements contain information about Reckitt Benckiser Treasury Services plc as an individual company and do not contain consolidated financial information as the parent of a group. The Company is exempt under section 400 of the Companies Act 2006 from the requirement to prepare consolidated Financial Statements as it and its subsidiary undertakings are included in the consolidated Financial Statements of its ultimate parent company, Reckitt Benckiser Group plc, a company registered in England and Wales.

#### 1.8 Foreign Currency

The Company's functional and presentational currency is Sterling, therefore foreign currency is determined to be any currency other than Sterling.

Transactions denominated in foreign currencies are translated into Sterling at the rate of exchange on the day the transaction occurs. Monetary assets and liabilities denominated in a foreign currency at the Balance Sheet date are translated into Sterling at the exchange rate ruling at that date.

#### 1.9 Pension Commitments

The Company contributes to a defined contribution scheme on behalf of its employees. Payments to the scheme are recognised as an employee benefit expense in the year they are incurred.

#### 1.10 Interest

Interest receivable is recognised when it is probable that the economic benefits will flow to the Company and the amount of income can be measured reliably using the effective interest method. Interest receivable is credited to the Profit and Loss Account and Other Comprehensive Income on recognition. Interest payable is recognised when it is probable that the economic benefits will flow from the Company and the amount of expense can be measured reliably using the effective interest method. Interest payable is debited to the Profit and Loss Account and Other Comprehensive Income on recognition.

#### 1.11 Fixed Asset Investments

Investments in subsidiaries are held at cost less accumulated impairment losses.

A review for the potential impairment of an investment is carried out by the Directors if events or changes in circumstances indicate that the carrying value of the investment may not be recoverable.

# Reckitt Benckiser Treasury Services plc

## Notes to the Financial Statements For the Year Ended 31 December 2025

---

### 1. Accounting Policies (continued)

#### 1.12 Financial Instruments

Reckitt Benckiser Treasury Services plc uses derivatives to manage its exposure to fluctuating foreign exchange rates. The derivatives are initially recognised at fair value on the date the contract is entered into and are subsequently remeasured at fair value. Except for certain derivatives designated as cash flow hedges, all changes in fair value of derivative instruments are recognised immediately in profit or loss. The Company designates certain derivative financial instruments as cash flow hedges. The effective portion of changes in the fair value is initially recorded in Other Comprehensive Income. Amounts recorded in Other Comprehensive Income are recycled to profit or loss in the period in which the hedged item will affect profit or loss. Any gain or loss relating to the ineffective portion is recognised immediately in profit or loss.

The Company recognises financial instruments when it becomes a party to the contractual arrangements of the instrument. Financial instruments are de-recognised when they are discharged or when the contractual terms expire. The Company's accounting policies in respect of financial instruments are explained below.

##### (a) Financial Assets

The Company recognises amounts owed by Group undertakings at amortised cost. The Company also recognises its derivative assets either as cash flow hedges or at fair value through profit or loss.

Amounts owed by Group undertakings are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They arise principally through the provision of intra Group funding. They are initially recognised at fair value plus transaction costs that are directly attributable to their acquisition or issue, and are subsequently carried at amortised cost using the effective interest rate method, less provision for impairment.

The Company applies the 'expected credit loss' (ECL) model under IFRS 9. The model applies to financial assets measured at amortised cost, contract assets and debt investments at fair value through OCI, but not to investments in equity instruments. Measurement of 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.

##### (b) Financial Liabilities

The Company classifies its financial liabilities in the following categories: as financial liabilities at amortised cost or derivatives at fair value either as cash flow hedges or through profit or loss.

Financial liabilities at amortised cost include: bank borrowings, intercompany loans and bonds. These are initially recognised at fair value net of any transaction costs directly attributable to the issue of the instrument. Such interest bearing liabilities are subsequently measured at amortised cost using the effective interest rate method.

##### (c) Cash and cash equivalents

Cash and cash equivalents comprise cash balances and cash equivalents (short-term highly liquid investments with original maturities of three months or less).

# Reckitt Benckiser Treasury Services plc

## Notes to the Financial Statements For the Year Ended 31 December 2025

---

### 1. Accounting Policies (continued)

#### 1.13 Cash and cash equivalents

Cash at bank includes deposits held at call with banks. Cash equivalents include other short-term highly liquid investments with original maturities of three months or less.

#### 1.14 Income tax

Income tax on the profit for the year comprises current and deferred tax. Income tax is recognised in profit for the financial year, except to the extent that it relates to items recognised in OCI or directly in equity. In this case the tax is also recognised in OCI or directly in equity, respectively.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted in the UK or substantively enacted, at the Balance Sheet date and any adjustment to tax payable in respect of previous years.

Deferred tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the Financial Statements. The deferred tax is not accounted for if it arises from the total recognition of an asset or liability in a transaction (other than a business combination) that affects neither accounting nor taxable profit or loss at that time. Deferred tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the Balance Sheet date and are expected to apply when the deferred tax asset or liability is settled. Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred tax is provided on temporary differences arising on investments in subsidiaries except where the investor is able to control the timing of temporary differences and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets and liabilities are offset where there is a legally enforceable right to offset current tax assets against current tax liabilities and where there is an intention to settle balances on a net basis.

#### 1.15 Operating segments

The Company has one operating segment which is the provision of treasury services to the Group.

#### 1.16 Dividends

Equity dividends are recognised when they become legally payable. Interim equity dividends are recognised when paid. Final equity dividends are recognised when approved by the shareholders at an annual general meeting.

# Reckitt Benckiser Treasury Services plc

## Notes to the Financial Statements For the Year Ended 31 December 2025

### 2. Accounting Estimates and Judgements

In the application of the Company's accounting policies the Directors are required to make a number of estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

In preparing these Financial Statements, the Directors have had to make the following judgements:

- Determine whether loans are at a market rate of interest at inception in order to consider whether a day one fair value adjustment is required.
- Determine the carrying value of derivative financial instruments which require assumptions to be made about their future cashflows. Further information on these instruments and how they are valued is contained Note 13.
- Determine the extent of expected credit losses related to intercompany assets. Factors considered are if Group has provided support for the intercompany receivable.

The Company's Directors are of the opinion that there are no further judgements and no other key sources of estimation uncertainty that have a significant risk of causing material adjustment to the carrying value of assets and liabilities for the Company within the next financial year.

### 3. Operating loss

The operating loss is stated after charging:

	<b>2025</b>	<b>2024</b>
	<b>£m</b>	<b>£m</b>
Administrative expenses	<b>3</b>	<b>3</b>

## Reckitt Benckiser Treasury Services plc

### Notes to the Financial Statements For the Year Ended 31 December 2025

#### 4. Staff costs

Staff costs were as follows:

	2025 £m	2024 £m
Wages and salaries	<u>2</u>	<u>2</u>

The Directors of the Company did not receive any emoluments in respect of services to the Company. Please refer to note 18 for further details.

In 2025, the Company incurred social security costs of £303k (2024: £299k) and defined contribution pension costs of £131k (2024: £140k).

The average monthly number of employees (including the directors) during the year was as follows:

	2025 No.	2024 No.
Administration and support	<u>13</u>	<u>15</u>

#### 5. Interest receivable and similar income

	2025 £m	2024 £m
Interest receivable from Group undertakings	2,215	2,625
Bank interest receivable	127	174
Net exchange gains	-	11
	<u>2,342</u>	<u>2,810</u>

#### 6. Interest payable and similar charges

	2025 £m	2024 £m
Interest payable on third party borrowings	458	470
Interest payable to Group undertakings	1,382	1,731
Other interest payable	3	3
	<u>1,843</u>	<u>2,204</u>

# Reckitt Benckiser Treasury Services plc

## Notes to the Financial Statements For the Year Ended 31 December 2025

### 7. Taxation

	2025 £m	2024 £m
<b>Corporation tax</b>		
Current tax on profit for the financial year	114	140
Adjustments in respect of previous periods	(1)	-
<b>Foreign tax</b>		
Foreign tax relief/other relief	(1)	(1)
Foreign tax suffered	1	3
<b>Total current tax</b>	<u>113</u>	<u>142</u>

### Reconciliation of tax charge

The tax assessed for the year is lower than (2024 - lower than) the standard rate of corporation tax in the UK of 25% (2024 - 25%). The differences are explained below:

	2025 £m	2024 £m
Profit before tax	<u>496</u>	<u>603</u>
Profit multiplied by standard rate of corporation tax in the UK of 25% (2024 - 25%)	124	151
<b>Effects of:</b>		
Adjustments in respect of previous periods	(1)	-
Transfer pricing adjustments	(10)	(11)
Effects of overseas tax rates	-	2
<b>Total tax charge for the year</b>	<u>113</u>	<u>142</u>

# Reckitt Benckiser Treasury Services plc

## Notes to the Financial Statements For the Year Ended 31 December 2025

### 8. Investments

	Investments in subsidiary undertakings £m
<b>Cost</b>	
At 1 January 2025	-
	<hr/>
At 31 December 2025	-
	<hr/>
<b>Impairment</b>	
At 1 January 2025 and 31 December 2025	-
	<hr/>
<b>Net book value</b>	
At 31 December 2025	-
	<hr/> <hr/>
At 31 December 2024	-
	<hr/> <hr/>

#### Subsidiary Undertaking

The following was a subsidiary undertaking of the Company:

Name	Registered office	Class of shares	Holding
Reckitt Benckiser Treasury Services (Nederland) B.V.	Schiphol Boulevard 267, Schiphol, 1118BH, the Netherlands	Ordinary	100%

The Directors believe that the carrying value of the investments is supported by their net assets.

## Reckitt Benckiser Treasury Services plc

### Notes to the Financial Statements For the Year Ended 31 December 2025

#### 9. Debtors

	2025 £m	2024 £m
<b>Due after more than one year</b>		
Amounts owed by Group undertakings	-	298
Derivative financial instruments - External	38	17
	38	315
	2025 £m	2024 £m
<b>Due within one year</b>		
Amounts owed by Group undertakings	41,641	48,068
Prepayments and accrued income	8	5
Derivative financial instruments - Intragroup	12	10
Derivative financial instruments - External	22	56
Withholding tax asset	2	-
Deferred tax asset	-	1
	41,685	48,140

The amounts owed by Group undertakings are repayable on demand, unsecured and are either interest free, interest bearing at a fixed rate or interest bearing at a floating rate (2024:same). Further detail on the rates of interest receivable on amounts owed by Group undertakings is provided in note 13 to these Financial Statements.

The intragroup derivative financial instruments represent intragroup forward contracts which are carried at fair value with movements through profit and loss. The external derivative financial instruments represent the forward contracts with third parties outside of the Group which are adjusted to fair value, either through profit or loss or designated as cash flow hedges.

The fair value of derivatives has been estimated by using forward exchange rates derived from market sourced data at the Balance Sheet date, with the resulting value discounted back to present value.

Further disclosures about deferred taxation is included in note 14.

#### 10. Cash and cash equivalents

	2025 £m	2024 £m
Cash at bank	89	13
Money market fund investments	950	-
	1,039	13

# Reckitt Benckiser Treasury Services plc

## Notes to the Financial Statements For the Year Ended 31 December 2025

### 11. Creditors due within one year

	2025 £m	2024 £m
Derivative financial instruments - Intragroup	9	24
Commercial paper	-	592
Amounts owed to Group undertakings	31,839	35,842
Revolving credit facility	-	124
Deferred tax liability	1	-
Derivative financial instruments - External	46	32
Accruals	56	44
	<u>31,951</u>	<u>36,658</u>

The categories in this disclosure are determined by IFRS 9.

In 2020, the Company entered into two €850 million loans due to Reckitt Benckiser Treasury Services (Nederland) B.V. Concurrent with this, the Company entered into an €850 million cross currency interest rate swap and an €850 million interest rate swap on similar terms to the relevant loans for which hedge accounting has been applied.

Amounts owed to Group undertakings are comprised of intercompany loan balances, accrued interest thereon, and amounts relating to group tax arrangements.

The amounts owed to Group undertakings are repayable on demand, unsecured and are either interest free, interest bearing at a fixed rate, interest bearing at a floating rate. Further detail on the rates of interest payable on amounts owed to Group undertakings is provided in note 13 to these Financial Statements.

Included in the amounts owed to Group undertakings are Eurobonds, quoted on the Channel Islands Stock Exchange, of £97m (2024: £103m) issued to subsidiary undertakings that have an early redemption option attached to them. The carrying value of each bond is a reasonable approximation of fair value. They are interest bearing at rates ranging between 3M SOFR plus 0.55% and Tasa Básica Pasiva plus 4.9% (2024: same).

As at 31 December 2025, the Company had £nil commercial paper in issue (2024: €348million (nominal values) at rates between 3.16% and 3.30% with maturities ranging from 17 to 27 January 2025 and \$380 million (nominal values) at rates between 4.50% and 4.80% with maturities ranging from 2 to 27 January 2025).

The intragroup derivative financial instruments represent intragroup forward contracts which are fair valued through profit and loss.

The external derivative financial instruments represent the forward contracts with third parties outside of the Group which are fair valued, either through profit and loss or designated as cash flow hedges.

The fair value of derivatives has been estimated by using forward exchange rates derived from market sourced data at the balance sheet date, with the resulting value discounted back to present value.

## Reckitt Benckiser Treasury Services plc

### Notes to the Financial Statements For the Year Ended 31 December 2025

#### 12. Creditors due after more than one year

	2025 £m	2024 £m
Bonds	6,354	5,013
Derivative Financial Instruments - External	94	173
	6,448	5,186

#### 13. Financial Instruments

Financial instruments by category:

**At 31 December 2025**

	Amortised cost £m	Fair value through OCI £m	Derivatives used for hedging £m	Carrying value total £m	Fair value total £m
<b>Assets as per the Balance Sheet</b>					
Cash and cash equivalents	1,039	-	-	1,039	1,039
External derivative financial instruments - short term	-	-	22	22	22
External derivative financial instruments - long term	-	5	33	38	38
Internal derivative financial instruments - short term	-	-	12	12	12
Intercompany financing loans - short term (3,4)	41,641	-	-	41,641	41,641
Prepayments and accrued income	8	-	-	8	8

## Reckitt Benckiser Treasury Services plc

### Notes to the Financial Statements For the Year Ended 31 December 2025

#### 13. Financial Instruments (continued)

**At 31 December 2025**

	Amortised cost £m	Fair value through OCI £m	Derivatives used for hedging £m	Carrying value total £m	Fair value total £m
<b>Liabilities as per the Balance Sheet</b>					
Bonds (2)	6,354	-	-	6,354	6,340
External derivative financial instruments - short term	-	1	45	46	46
External derivative financial instruments - long term	-	-	94	94	94
Internal derivative financial instruments - short term	-	-	9	9	9
Intercompany financing loans - short term (3)(4)	31,589	-	-	31,589	31,589
Intercompany trade payables	250	-	-	250	250
Accruals	<u>56</u>	<u>-</u>	<u>-</u>	<u>56</u>	<u>56</u>

**At 31 December 2024**

	Amortised cost £m	Fair value through OCI £m	Derivatives used for hedging £m	Carrying value total £m	Fair value total £m
<b>Assets as per the Balance Sheet</b>					
Cash and cash equivalents	13	-	-	13	13
External derivative financial instruments - short term	-	33	23	56	56
External derivative financial instruments - long term	-	-	17	17	17
Internal derivative financial instruments - short term	-	-	10	10	10
Intercompany financing loans - short term (3,4)	48,068	-	-	48,068	48,068
Intercompany financing loans - long term (3,4)	298	-	-	298	298
Prepayments and accrued income	<u>5</u>	<u>-</u>	<u>-</u>	<u>5</u>	<u>5</u>

## Reckitt Benckiser Treasury Services plc

### Notes to the Financial Statements For the Year Ended 31 December 2025

#### 13. Financial Instruments (continued)

At 31 December 2024

	Amortised cost £m	Fair value through OCI £m	Derivatives used for hedging £m	Carrying value total £m	Fair value total £m
<b>Liabilities as per the Balance Sheet</b>					
Borrowings (excluding bonds)(1)	716	-	-	716	716
Bonds (2)	5,013	-	-	5,013	4,879
External derivative financial instruments - short term	-	24	8	32	32
External derivative financial instruments - long term	-	-	173	173	173
Internal derivative financial instruments - short term	-	-	24	24	24
Intercompany financing loans - short term (3)(4)	35,603	-	-	35,603	35,603
Intercompany trade payables	239	-	-	239	239
Accruals	44	-	-	44	44

(1) The categories in this disclosure are determined by IFRS 9. Borrowings largely relate to commercial paper. The fair value of borrowings (excluding bonds) is deemed to be in line with the carrying amount due to their short-term nature.

(2) Bonds as at 31 December 2025 are comprised of the following tranches:

Currency	Nominal Value (m)	Rate	Maturity
EUR	650	3.625%	2028
EUR	900	3.625%	2029
EUR	750	3.875%	2033
EUR	700	2.625%	2028
EUR	650	3.500%	2034
GBP	300	5.000%	2032
GBP	500	1.750%	2032
GBP	250	4.875%	2031
GBP	300	5.625%	2034
USD	2,500	3.000%	2027

## Reckitt Benckiser Treasury Services plc

### Notes to the Financial Statements For the Year Ended 31 December 2025

#### 13. Financial Instruments (continued)

Bonds as at 31 December 2024 are comprised of the following tranches:

Currency	Nominal Value (m)	Rate	Maturity
EUR	650	3.625%	2028
EUR	900	3.625%	2029
EUR	750	3.875%	2033
GBP	300	5.000%	2032
GBP	500	1.750%	2032
GBP	300	5.625%	2038
USD	2,500	3.000%	2027

The fair value of the bonds as at 31 December 2025 is a liability of £6,340m (2024: £4,879m). The fair value of the bonds was derived using quoted market rates in an active market (level 1 classification).

(3) Intercompany loans payable and receivable are unsecured and are either interest free, interest bearing at a fixed rate or interest bearing at a floating rate (2024: same).

(4) The fair value of short term loans is deemed to be in line with the carrying amount due to their short term nature. The fair value of variable long-term loans are deemed to be comparable with carrying value. The fair value of long-term fixed rate debt is determined by discounting future flows at the prevailing rate and converting to sterling at the year end rate.

The fair value measurement hierarchy levels have been defined as follows:

Level 1. Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2. Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices). If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

Level 3. Inputs for the asset or liability that are not based on observable market data (i.e. unobservable inputs).

All financial instruments, with the exception of the bonds, are in level 2 of the fair value hierarchy. Fair value for financial instruments held at amortised cost has been estimated by discounting cash flows at prevailing interest rates and by applying year end exchange rates.

The fair value of internal and external forward foreign exchange contracts at 31 December 2025 is a liability of £40m (2024: £57m) and an asset of £34m (2024: £66m). These values were determined using forward exchange rates derived from market sourced data at the Balance Sheet date, with the resulting value discounted back to present value (level 2 classification). The fair value of external interest rate swaps and cross currency swaps at 31 December 2025 is an asset of £38m (2024: £16m) and liability of £109m (2024: liability of £173m). These values were calculated using discounted future cash flows at floating market rates (level 2 classification).

As the value of level 3 instruments at 31 December 2025 is £nil (2024: £nil), no further level 3 disclosures have been made. There have been no movements of financial instruments between levels (2024: none).

## Reckitt Benckiser Treasury Services plc

### Notes to the Financial Statements For the Year Ended 31 December 2025

#### 13. Financial Instruments (continued)

##### Offsetting Financial Assets and Financial Liabilities

The Company enters into derivative transactions under International Swaps and Derivatives Association (ISDA) master netting agreements. In certain circumstances – e.g. when a credit event such as a default occurs - all outstanding transactions under the agreement are terminated, the termination value is assessed and only a single net amount is payable in settlement of all transactions.

The ISDA agreements do not meet the criteria for offsetting in the statement of financial position. This is because the Company does not currently have any legally enforceable right to offset recognised amounts, because the right to offset is enforceable only on the occurrence of future events such as a default event.

The following table sets out the carrying amounts of recognised financial instruments that are subject to the above agreements:

##### (a) Financial assets

	Gross amounts of recognised financial assets £m	Net amounts of financial assets presented in the Balance Sheet £m	Financial instruments not set off in the Balance Sheet £m	Net amount £m
<b>As at 31 December 2025</b>				
Forward foreign exchange contracts - External	22	22	(19)	3
Forward foreign exchange contracts - Internal	<u>12</u>	<u>12</u>	<u>-</u>	<u>12</u>
	<u>34</u>	<u>34</u>	<u>(19)</u>	<u>15</u>

	Gross amounts of recognised financial assets £m	Net amounts of financial assets presented in the Balance Sheet £m	Financial instruments not set off in the Balance Sheet £m	Net amount £m
<b>As at 31 December 2024</b>				
Forward foreign exchange contracts - External	61	61	(31)	30
Forward foreign exchange contracts - Internal	<u>10</u>	<u>10</u>	<u>-</u>	<u>10</u>
	<u>71</u>	<u>71</u>	<u>(31)</u>	<u>40</u>

## Reckitt Benckiser Treasury Services plc

### Notes to the Financial Statements For the Year Ended 31 December 2025

#### 13. Financial Instruments (continued)

##### (b) Financial Liabilities

	Gross amounts of recognised financial liabilities in the Balance Sheet £m	Net amounts of financial liabilities presented in the Balance Sheet £m	Related financial instruments that are not offset £m	Net amount £m
<b>As at 31 December 2025</b>				
Forward foreign exchange contracts - External	(31)	(31)	19	(12)
Forward foreign exchange contracts - Internal	(9)	(9)	-	(9)
	<u>(40)</u>	<u>(40)</u>	<u>19</u>	<u>(21)</u>

	Gross amounts of recognised financial liabilities in the Balance Sheet £m	Net amounts of financial liabilities presented in the Balance Sheet £m	Related financial instruments that are not offset £m	Net amount £m
<b>As at 31 December 2024</b>				
Forward foreign exchange contracts - External	(38)	(38)	31	(7)
Forward foreign exchange contracts - Internal	(24)	(24)	-	(24)
	<u>(62)</u>	<u>(62)</u>	<u>31</u>	<u>(31)</u>

Forward foreign exchange contracts are subject to an enforceable right of offset in the event of a default by either party. Internal trades are not subject to such an agreement.

#### Financial Risk Management

The Company's operations expose it to a variety of financial risks that include the effects of changes in foreign currency exchange rates (foreign exchange risk), interest rates, credit risks and liquidity. The Company has in place a risk management programme that uses foreign currency financial instruments, including debt, and other instruments, to limit the impact of these risks on the financial performance of the Company.

The Company's financing and financial risk management activities are centralised into Group Treasury ('GT') to achieve benefits of scale and control. GT manages financial exposures of the wider Group centrally in a manner consistent with underlying business risks. GT manages only those risks and flows generated by the underlying commercial operations; speculative transactions are not undertaken.

The Board of Directors reviews and agrees policies, guidelines and authority levels for all areas of Treasury activity and individually approves significant activities. The GT function is subject to periodic independent reviews and audits, both internal and external.

# Reckitt Benckiser Treasury Services plc

## Notes to the Financial Statements For the Year Ended 31 December 2025

### 13. Financial Instruments (continued)

#### 1. Market Risk

##### (a) Foreign exchange risk

The Company is exposed to foreign exchange risk arising from various currency exposures. Foreign exchange risk arises from recognised assets and liabilities.

The Company's policy is to align interest costs and operating profit of its major currencies in order to provide some protection against the translation exposure on foreign currency profits after tax.

The Company seeks to minimise its foreign currency exposures with the use of forward foreign exchange instruments.

In 2023, the Company issued a €650 million bond due in 2028 and a €750 million bond due in 2033. Concurrent with the issue of these bonds, the Company also entered into a cross-currency interest rate swap on similar terms to the 2028 bond and the 2033 bond, to mitigate foreign exchange currency risk, for which hedge accounting has been applied. Sources of ineffectiveness on these hedge relationships will come from a difference in credit ratings between the counterparties and modifications to the terms of either hedged item or instrument. At 31 December 2025 no material ineffectiveness (2024: no material ineffectiveness) has been recognised in the Income Statement. The interest rate element of the swap is discussed in interest rate risk below.

In 2024, the Company issued two new bonds comprising €900 million and £300 million bonds due to expire in June 2029 and December 2032 respectively. The bonds carry fixed interest rates of 3.625% and 5.000% respectively. No hedging instruments were issued in relation to these bonds.

In 2025, the Company issued three new bonds comprising €700 million, €650 million and £250 million bonds due to expire in September 2028, September 2034 and September 2031 respectively. The bonds carry fixed interest rates of 2.625%, 3.5% and 4.875% respectively. The Company entered into interest rate swaps to hedge interest rate risk on the two euro-denominated bonds, for which hedge accounting is applied.

The notional principal amount of the outstanding external forward foreign exchange contracts at 31 December 2025 was £6,780m receivable and £6,792m payable (2024: £7,365m receivable and £7,341m payable).

The notional principal amount of the outstanding internal forward foreign exchange contracts at 31 December 2025 was £1,155m receivable and £1,150m payable (2024: £1,261m receivable and £1,274m payable).

The major monetary financial instruments (liquid assets, receivables, interest and non-interest bearing liabilities) are directly denominated in the functional currency of the Company or are transferred to the functional currency of the local entity through the use of derivatives.

The gains and losses from the fair value movements on derivatives held at fair value through the profit and loss, recognised in the Income Statement was a £25m loss (2024: £63m loss). This includes the forward exchange contracts economically hedging intercompany and external debt, which is included in the net exchange gain in the year in note 5 to these Financial Statements (2024: net exchange gain in note 5).

##### (b) Cash flow and fair value interest rate risk

The Company has both interest-bearing and non-interest bearing assets and liabilities. The Company monitors its interest income and expense rate exposure on a regular basis. The Company sets its desired

# Reckitt Benckiser Treasury Services plc

## Notes to the Financial Statements For the Year Ended 31 December 2025

### 13. Financial Instruments (continued)

level of fixed and floating rate exposure as part of its interest risk management strategy. The mix of fixed and floating exposure on interest-bearing assets or liabilities is managed by using a mixture of fixed and floating rate borrowings and interest rate derivatives.

In 2023, the Company issued a €650 million bond due in 2028 and a €750 million bond due in 2033. In order to maintain a level of fixed or floating rate debt in line with the Company's interest management strategy the Company entered into €650 million of cross-currency interest rate swaps on similar terms to the 2028 bond and €750 million cross-currency interest rate swaps on similar terms to the 2033 bond. The accounting for the foreign exchange and interest rate element of the cross-currency swaps has been described above.

On the €650 million bond due in 2028, the cross-currency interest rate swaps the fixed euro coupon payments on the bond for fixed GBP payments. On the €750 million bond due in 2033, the cross-currency interest rate swap swaps the fixed euro coupon payments on the bond for a GBP floating rate (with reference to SONIA) payments. The €650 million cross-currency interest rate swap has been placed into a cash flow hedge relationship with the bond due in 2028, and the €750 million has been placed into a fair value hedge relationship with the bond due in 2033. Sources of ineffectiveness on this hedge relationship may come from modifications to the terms of either the hedged item or the hedging instrument. At 31 December 2025, no material ineffectiveness has been included in the income statement (2024: no material ineffectiveness).

In 2025, the Company issued a fixed rate €650 million bond maturing in 2034 and a fixed rate €700 million bond maturing in 2028. To align the overall mix of fixed and floating rate debt with the Group's interest rate risk management strategy, the Company entered into interest rate swap agreements of €650 million and €700 million, respectively. This results in the fixed euro coupon payments of both bonds being swapped for a euro floating rate (EURIBOR). The terms of these swaps are structured to match the critical terms of the bonds issued in 2025. Both swaps have been placed into fair value hedge relationships with the respective bonds. Sources of ineffectiveness on this hedge relationship may come from modifications to the terms of either the hedged item or the hedging instrument. At 31 December 2025, no material ineffectiveness has been included in the income statement (2024: no material ineffectiveness).

Various scenarios are simulated taking into consideration refinancing, renewal of existing positions, alternative financing and hedging. Based on these scenarios, the Company calculates the impact on the Income Statement of a defined interest rate shift. For each simulation, the same interest rate shift is used for all currencies, calculated on a full year and pre-tax basis. The scenarios are only run for liabilities and assets that represent the major interest-bearing positions. Based on the simulations performed, the impact on the Income Statement of a 50 basis-point shift in interest rates would be a maximum increase of £17m (2024: £10m) or decrease of £17m (2024: £10m) respectively for the liabilities and assets covered.

There is also an impact on the Income Statement of a 50 basis-point shift of £4m (2024: £4m) on an asset that is inherently linked to a liability included above, resulting in a net impact of £13m (2024: £6m). The Company has a number of loans, both receivable and payable, with other Group companies. These loans are unsecured and are either interest free, interest bearing at a fixed rate, or interest bearing at a variable based rate. The tables below categorise the intragroup loans by the rates of interest that are applied to these loans.

# Reckitt Benckiser Treasury Services plc

## Notes to the Financial Statements For the Year Ended 31 December 2025

### 13. Financial Instruments (continued)

#### Amounts owed by Group undertakings

	2025	2024
	£m	£m
<b>Basis of interest receivable:</b>		
Fixed based interest (between 2.71% and 15.25%) (2024: between 3.71% and 11.5%)	2,276	75
Variable based interest	39,327	48,273
<b>Total</b>	<u>41,603</u>	<u>48,348</u>

#### Amounts owed to Group undertakings

	2025	2024
	£m	£m
<b>Basis of interest payable:</b>		
Interest free	903	887
Fixed based interest (between 0.375% and 7.93%) (2024: between between 3.96% and 9.3%)	948	908
Variable based interest	29,731	33,801
<b>Total</b>	<u>31,582</u>	<u>35,596</u>

The tables above do not include intercompany interest accrued of £38m (2024 - £18m) receivable and £7m payable (2024 - £7m).

### 2. Credit Risk

The Company has no significant concentrations of third party credit risk. Credit risk arises from cash and cash equivalents, derivative financial instruments, deposits with banks and financial institutions, as well as credit exposures to customers. Financial institution counterparties are subject to approval under the Group's counterparty risk policy and such approval is limited to financial institutions with a BBB rating or above. The Company uses BBB and higher rated counterparties to manage risk, and operationally only uses sub BBB rated counterparties by exception. The amount of exposure to any individual counterparty is subject to a limit defined within the counterparty risk policy, which is reassessed annually by the Board of Directors. Derivative financial instruments are only traded with counterparties in accordance with the approved policy. Derivative risk is measured using a risk weighting method.

The Company has counterparty risk from asset positions held with financial institutions. This is comprised of short-term investments, cash and cash equivalents and derivatives positions. For risk management purposes the Company assesses the exposure to major financial institutions by looking at the deposits, cash and cash equivalents and a percentage of the nominal amount of derivative contracts taking into account the time to maturity and the nature of the product.

# Reckitt Benckiser Treasury Services plc

## Notes to the Financial Statements For the Year Ended 31 December 2025

### 13. Financial Instruments (continued)

The following table summarises the Company's assessment of its exposure.

	2025 Limit £m	2025 Exposure £m	2024 Limit £m	2024 Exposure £m
<b>Credit ratings</b>				
AAA+ to AAA-	5,815	987	3,156	26
AA+ to AA-	825	262	550	196
A+ to A-	4,050	1,155	3,750	1,118
BBB+ and below	5	-	205	116

The above table does not include exposures to intercompany balances. The Company is in a net asset position and there is no history of intercompany default on balances owing to the Company. The maximum asset exposure to intercompany credit risk is £41,653m (2024: £48,376m).

### 3. Liquidity Risk

Cash flow forecasting is performed by other business units in the Group and on an aggregated basis by the Group. Group Treasury monitors rolling forecasts of the Company's liquidity requirements to ensure it has sufficient cash to meet operational needs while maintaining sufficient headroom on its undrawn committed borrowing facilities. Funds over and above those required for short-term working capital purposes by the local businesses are generally remitted to the Company. The Company uses the remittances to settle obligations, repay borrowings, or, in the event of a surplus, invest in short-term instruments issued by institutions with a BBB rating or better.

The Company has various borrowing facilities available to it. The Company has bilateral and syndicated credit facilities with high-quality international banks. All of these facilities have similar or equivalent terms and conditions and have a financial covenant, which is not expected to restrict the Company's future operations.

At the end of 2025, the Company had, in addition to its long-term debt of £6,354m (2024: £5,013 m), undrawn committed borrowing facilities totalling £4,400m (2024: £4,326m), of which £4,400m exceeded 12 months' maturity (2024: £4,326m). The committed borrowing facilities, together with available uncommitted facilities and central cash and investments, are considered sufficient to meet the Company's projected cash requirements.

The undrawn committed facilities available, in respect of which all conditions precedent have been met at the balance sheet date, were as follows:

	2025 £m	2024 £m
<b>Undrawn committed borrowing facilities:</b>		
Expiring within two years	-	950
Expiring after more than two years	4,400	3,376
	<u>4,400</u>	<u>4,326</u>

All committed facilities are at variable rates of interest.

## Reckitt Benckiser Treasury Services plc

### Notes to the Financial Statements For the Year Ended 31 December 2025

#### 13. Financial Instruments (continued)

The facilities have been arranged to cover general corporate purposes, including support for commercial paper issuance. All facilities incur commitment fees at market rates.

The table below analyses the Company's financial liabilities into relevant maturity groupings based on the remaining period at the Balance Sheet date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows which have been calculated using spot rates and interest rates at the relevant Balance Sheet date, including interest to be paid.

	Total	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years
	£m	£m	£m	£m	£m
<b>At 31 December 2025</b>					
Bonds	(7,534)	(219)	(2,046)	(2,349)	(2,920)
Intercompany trade payables	(250)	(250)	-	-	-
Accruals and deferred income(1)	(56)	(56)	-	-	-
Intercompany financing loans	<u>(31,589)</u>	<u>(31,589)</u>	<u>-</u>	<u>-</u>	<u>-</u>
	Total	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years
	£m	£m	£m	£m	£m
<b>At 31 December 2024</b>					
Commercial paper	(594)	(594)	-	-	-
Revolving credit facility	(125)	(125)	-	-	-
Bonds	(6,006)	(171)	(171)	(3,624)	(2,040)
Intercompany trade payables	(239)	(239)	-	-	-
Accruals and deferred income(1)	(44)	(44)	-	-	-
Intercompany financing loans	<u>(35,603)</u>	<u>(35,603)</u>	<u>-</u>	<u>-</u>	<u>-</u>

(1) Accruals and deferred income includes accrued interest on bonds and derivatives.

## Reckitt Benckiser Treasury Services plc

### Notes to the Financial Statements For the Year Ended 31 December 2025

#### 13. Financial Instruments (continued)

The table below analyses the Company's derivative financial instruments into relevant maturity groupings based on the remaining period between the Balance Sheet and the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows which have been calculated using spot rates at the relevant Balance Sheet date.

At 31 December 2025	Less than 1 year £m	Between 1 and 2 years £m	Between 2 and 5 years £m	Over 5 years £m
<b>Forward exchange contracts - External</b>				
Outflow	(6,792)	-	-	-
Inflow	6,780	-	-	-
<b>Cross currency interest rate swaps</b>				
Outflow	(826)	(61)	(677)	(724)
Inflow	790	46	663	730
<b>Interest rate swaps</b>				
Outflow	(70)	(56)	(124)	(68)
Inflow	55	41	92	79
<b>Forward exchange contracts - Internal</b>				
Outflow	(1,150)	-	-	-
Inflow	<u>1,155</u>	<u>-</u>	<u>-</u>	<u>-</u>
At 31 December 2024	Less than 1 year £m	Between 1 and 2 years £m	Between 2 and 5 years £m	Over 5 years £m
<b>Forward exchange contracts - External</b>				
Outflow	(7,322)	(19)	-	-
Inflow	7,346	19	-	-
<b>Cross currency interest rate swaps</b>				
Outflow	(111)	(835)	(725)	(776)
Inflow	46	750	649	717
<b>Interest rate swaps</b>				
Outflow	(58)	(43)	(86)	(14)
Inflow	40	22	16	5
<b>Forward exchange contracts - Internal</b>				
Outflow	(1,268)	(6)	-	-
Inflow	<u>1,255</u>	<u>6</u>	<u>-</u>	<u>-</u>

# Reckitt Benckiser Treasury Services plc

## Notes to the Financial Statements For the Year Ended 31 December 2025

### 13. Financial Instruments (continued)

#### 4. Capital Management

The Company considers capital to be net debt plus total equity. Net debt is calculated as total external borrowings (excluding intercompany liabilities) less cash at bank and in hand, current asset investments and derivative financial instruments. Total equity includes share capital, reserves and retained earnings as shown in the Company Balance Sheet.

	2025 £m	2024 £m
Net debt	5,440	5,886
Total equity	<u>4,363</u>	<u>6,624</u>
	<u>9,803</u>	<u>12,510</u>

The objectives for managing capital are to safeguard the Company's ability to continue as a going concern, in order to provide returns for shareholders and benefits for other stakeholders and to maintain an efficient capital structure to optimise the cost of capital.

The Company monitors net debt and at year end the Company had net debt of £5,440m (2024: 5,886m). The Company seeks to pay down net debt using cash generated by the Group companies to maintain an appropriate level of financial flexibility.

### 14. Deferred taxation

	2025 £m	2024 £m
At beginning of year	1	5
Deferred tax charge in OCI for the period	(1)	(4)
<b>At end of year</b>	<u>-</u>	<u>1</u>

The deferred tax asset is made up as follows:

	2025 £m	2024 £m
Deferred tax on cash flow hedges	-	1
	<u>-</u>	<u>1</u>

## Reckitt Benckiser Treasury Services plc

### Notes to the Financial Statements For the Year Ended 31 December 2025

#### 15. Dividends

	2025 £m	2024 £m
Dividend distribution	2,647	-
	2,647	-

#### 16. Share Capital

	2025 £m	2024 £m
<b>Allotted and fully paid</b>		
2,000,102 (2024 - 2,000,102) Ordinary shares of £1(2024 - £1 each)	2	2
	2	2

#### 17. Related Party Transactions

During the year, Reckitt Benckiser Treasury Services plc incurred £1m (2024 - £1m) of interest payable to RB (China Trading) Limited, another group company. RB (China Trading) Limited is 80% owned by the Company and 20% by third party shareholders. At the year-end, borrowings of £75m (2024 - £37m) were outstanding and included within creditors (2024 - included within creditors). The creditor is repayable on demand. £53m is interest bearing at a rate of 3M SHIBOR less 0.125% and £22m is interest bearing at a rate of SOFR less 0.125% (2024 3M CNH HIBOR less 0.125%).

During the year, Reckitt Benckiser Treasury Services plc earned £0m (2024 - £0m) of interest receivable and incurred £1m (2024 - £0m) of interest payable to RB & Manon Business Limited, another group company. RB & Manon Business Limited is 90% owned by Reckitt Benckiser Limited and 10% by an individual shareholder, Lu Youming. At the year-end, borrowings of £9m (2024 - £56m) were outstanding and included within creditors (2024 - included within creditors). The creditor is repayable on demand, unsecured and interest bearing at a rate of SOFR minus 0.125% (2024 - same).

During the year, Reckitt Benckiser Treasury Services plc earned £0m of interest receivable (2024 - £0m) and incurred £1m (2024 - £1m) of interest payable to Reckitt Sanabil for Trading Co LLC, another group company. Reckitt Sanabil for Trading Co LLC is a joint venture, 51% owned by Reckitt Benckiser Limited and 49% owned by a third-party distributor, Sanabil National Trade and Services Co Limited. At the year end borrowings of £29m (2024 - £24m) were outstanding and included within creditors (2024 - included within creditors). The creditor is repayable on demand, unsecured and interest bearing at a rate of 3M SaudiRiyal Interbank less 0.125% (2024 - same).

During the year, Reckitt Benckiser Treasury Services plc incurred £0m (2024 - £0m) of interest payable to RB & Manon (Hygiene Home) Limited, another group company. RB & Manon (Hygiene Home) Limited was 75% owned by Reckitt Benckiser (Hygiene Home) Holdings Ltd and 25% by three individual third party shareholders. At the year-end, borrowings of £6m (2024 - £7m) were outstanding and included within creditors (2024 - included within creditors). The creditor is repayable on demand, unsecured and interest bearing at a rate of SOFR less 0.125% (2024 - 3M HIBOR less 0.125%).

During the year, Reckitt Benckiser Treasury Services plc earned £0m of interest receivable (2024 - £0m) from Reckitt Benckiser Healthcare Manufacturing (Thailand) Limited, another group company. The direct parent of Reckitt Benckiser Healthcare Manufacturing (Thailand) Limited, Reckitt Benckiser Holding (Thailand) Limited, was 45% owned by Central Square Holding B.V. and 55% by local Thai investors. At

# Reckitt Benckiser Treasury Services plc

## Notes to the Financial Statements For the Year Ended 31 December 2025

### 17. Related Party Transactions (continued)

the year-end, deposits of £5m (2024 - £0m) were outstanding and included within debtors (2024: included within debtors). The debtor is repayable on demand, unsecured and interest bearing at a fixed rate of 2.71%.

During the year, Reckitt Benckiser Treasury Services plc incurred £1m (2024 - £1m) of interest payable to Mead Johnson Nutrition (Philippines), Inc, another group company. Mead Johnson Nutrition (Philippines), Inc was 99.9996% owned by MJN Holdings (Netherlands) B.V. and 0.0004% by third party shareholders. At the year-end, borrowings of £14m (2024 - £20m) were outstanding and included within creditors (2024 - included within creditors). The creditor is repayable on demand, unsecured and interest bearing at a rate of PHP 3M rate plus 0.55% (2024 - PHP 3M rate plus 0.25%).

During the year, Reckitt Benckiser Treasury Services plc incurred £1m (2024 - £1m) of interest payable to Reckitt Benckiser Healthcare (Philippines), Inc, another group company. Reckitt Benckiser Healthcare (Philippines), Inc was 99.9996% owned by Maddison Square Holding B.V. and 0.0004% by third party shareholders. At the year-end, borrowings of £13m (2024 - £11m) were outstanding and included within creditors (2024 - included within creditors). The creditor is repayable on demand, unsecured and interest bearing at a rate between PHP 3M rate plus 0.55% and PHP 12M rate plus 0.55% (2024 - PHP 3M rate plus 0.25%).

During the year, Reckitt Benckiser Treasury Services plc incurred £1m (2024 - £0m) of interest payable to Reckitt Benckiser Holding (Thailand) Limited, another group company. Reckitt Benckiser Holding (Thailand) Limited was 45% owned by Central Square Holding B.V. and 55% by third party shareholders. At the year-end, borrowings of £45m (2024 - £24m) were outstanding and included within creditors (2024 - included within creditors). The creditor is repayable on demand, unsecured and interest bearing at a fixed rate of 4.02% (2024 - 2.82% fixed).

During the year, Reckitt Benckiser Treasury Services plc incurred £0m (2024 - £0m) of interest payable to SSL Manufacturing (Thailand) Limited, another group company. SSL Manufacturing (Thailand) Limited was 45% owned by Central Square Holding B.V. and 55% by third party shareholders. At the year-end, no borrowings were outstanding.

### 18. Directors

During the year the Company had four Directors resident in the UK, none of whom received any emoluments in respect of services to the Company (2024 - five Directors, no emoluments). The remuneration is paid by Reckitt Benckiser Corporate Services Limited which has made no recharge to the Company for the Directors' services during their time as Director. The Directors are also Directors of a number of fellow subsidiaries, and it is not possible to make an accurate apportionment of their remuneration in respect of each of the subsidiaries. Accordingly, the above details include no remuneration in respect of the Directors. The Directors have no material interest in any contract of significance to the Company's business.

### 19. Ultimate Parent Undertaking and Controlling Party

The immediate parent company is Reckitt Benckiser Limited, a company which is registered in England and Wales.

The ultimate parent company and controlling party is Reckitt Benckiser Group plc, a company incorporated in England and Wales, which is the parent undertaking of the smallest and largest group to consolidate these Financial Statements. Copies of the Group Financial Statements of Reckitt Benckiser Group plc are available to the public and can be obtained from 103 - 105 Bath Road, Slough, Berkshire, SL1 3UH or at [reckitt.com](http://reckitt.com).

# Reckitt Benckiser Treasury Services plc

## Notes to the Financial Statements For the Year Ended 31 December 2025

---

### 20. Auditor's remuneration

The auditor's remuneration is met by the ultimate parent company, Reckitt Benckiser Group plc and is disclosed in total in the Group Financial Statements. Amounts receivable by the Company's auditor in respect of the audit of these Financial Statements is £357k. In 2024 amounts received by the Company's auditor was £350k.

### 21. Post Balance Sheet Events

Subsequent to the balance sheet date, the Company issued two bonds in May, comprising a €650 million bond and a €500 million bond. In June, the Company issued an additional €150 million, increasing the €500 million bond to €650 million. Associated cross-currency interest rate swaps and an interest rate swap were executed to hedge the related foreign currency and interest rate exposures.

In February 2026, the Company entered a new £350 million committed borrowing facility, which expires after three years. In March 2026, the Company cancelled a £250 million committed borrowing facility.

### 22. Contingent Liabilities

The Company has issued a guarantee on behalf of Reckitt Benckiser Treasury Services (Nederland) B.V. in relation to the issuance of two €850 million bonds issued in May 2021.