

**Reckitt Benckiser Limited (formerly
Reckitt Benckiser plc)**

Report and Financial Statements

Year Ended

31 December 2020

Company Number 00527217



Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Company Information

Directors	John Charles Dixon Jeffrey Carr Timothy John Martel Thomas Richard Etienne Greene
Company Secretary	James Edward Hodges
Registered Number	00527217
Registered Office	103-105 Bath Road Slough Berkshire SL1 3UH
Independent Auditor	KPMG LLP 15 Canada Square London E14 5GL

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Contents

	Pages
Strategic Report	1 - 4
Directors' Report	5 - 8
Independent Auditor's Report to the Members of Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)	9 - 12
Profit and Loss Account and Other Comprehensive Income	13
Balance Sheet	14
Statement of Changes in Equity	15 - 16
Notes to the Financial Statements	17 - 55

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Strategic Report For the Year Ended 31 December 2020

The Directors of Reckitt Benckiser Limited (formerly Reckitt Benckiser plc) (the "Company") present their Strategic Report for the year ended 31 December 2020.

Principal activities

The principal activity of the Company is primarily to act as a holding and financing 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.

With effect on 14 August 2020, the Company was reregistered from a public company to a private limited company and the name of the Company was changed from Reckitt Benckiser plc to Reckitt Benckiser Limited.

Business review

Given the straightforward 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.

As a consequence of the strategic reorganisation of the Group, the investments held by the Company have been significantly impacted during the year. Please refer to note 8 for further details on the movements of investments during the year.

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 80 to 92 of the Group's 2020 Annual Report and Financial Statements which do not form part of this report.

Financial risk management

The Company is a subsidiary undertaking within the Group. The Company's funds are managed at Group level. Interest is received/paid by the Company on certain loans with other Group companies.

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. Interest receivable/payable on loans with other Group companies is calculated at both fixed and floating rates of interest. The Group liquidity requirements and interest rate risks are managed at 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 does not purchase derivatives to manage its exposure to currency risk on such transactions. Instead, the Group currency risks, which include those of the Company, are managed at Group level. The Company has certain USD and EUR borrowings which have been designated as hedging instruments with a fair value hedge. Please refer to note 10 for further details.

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Strategic Report (continued) For the Year Ended 31 December 2020

Principal risks and uncertainties (continued)

COVID-19

An impact assessment of COVID-19 on the Group's going concern and Viability statement has been performed as set out on page 93 of the Group's 2020 Annual report and Financial Statements. Through this assessment, the Board believes that the Group is well-positioned to manage its principal risks successfully. The Board's belief is based on consideration of the historic resilience of Reckitt and has taken account of its current position and prospects, the actions taken to manage the Group's debt profile, risk appetite and the principal risks facing the business in unexpected and adverse circumstances. Based on this assessment updated to 3 September 2021, and given the nature of the Company's operations, the Directors remain satisfied that the Company's operations are unlikely to be materially impacted by COVID-19.

Statement under section 172 of the Companies Act 2006

This statement, which forms part of the Strategic Report, is intended to show how the Directors have approached and met their responsibilities under section 172 of the Companies Act 2006 during 2020. The statement has been prepared in response to the obligations as set out in the Companies (Miscellaneous Reporting) Regulations 2018.

As required by s172 of the UK Companies Act 2006, 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.

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Strategic Report (continued) For the Year Ended 31 December 2020

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

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. We recognise that our business can only grow and prosper over the long-term by understanding the views and need of our stakeholders. 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 of our suppliers and partners. 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 10 to 55 of the Group's 2020 Annual Report, which is available at www.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, Data Privacy Policies and Global Anti-Money Laundering Policy and processes are in place to ensure compliance therewith.

We delegate authority for day-to-day management of the Company to executives and then engage management in setting, approving and overseeing execution of the business strategy and related policies. 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. In addition, during the year, the Board received training on, and considered, practices, policies and initiatives within the Reckitt group of companies which are considered to contribute towards behaviours and a culture which, in the pursuit of success for the benefit of our shareholders as a whole, are consistent with our goals in relation to stakeholders. During the year the decisions taken by the Company included the approval of the audited Financial Statements for the year ended 31 December 2019, and the investments in and contribution down of various Intercompany Investments as part of the strategic reorganisation of the Group. 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.

As the principal activity of the Company is to act as a holding company for 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.

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Strategic Report (continued) For the Year Ended 31 December 2020

Results for the year and movement on reserves

The Financial Statements for the year ended 31 December 2020 show a profit of £254,060,000 (2019 - loss of £1,008,609,000) which has been added to reserves (2019 - deducted from reserves).

During the year the Company received net distributions from shares in Group undertakings totalling £2,165,563,000 which have been recorded in other comprehensive income.

The Directors did not pay an interim dividend during the year and do not propose the payment of a final dividend (2019 - interim £0.48 per share, final £Nil).

Throughout the year on various dates, the Company's subsidiary, Maddison Square Holding B.V. was involved in Group reorganisations. As a result of these reorganisations, the net book value of the Company's investments in subsidiary undertakings increased by £1,258,047,000. The resulting credit for these transactions has been recognised as a fair value uplift in Other Comprehensive Income.

On 29 September 2020, the Company capitalised its retained earnings by an amount of £20,500,000,000.00, revaluation reserve by an amount of £7,156,494,967.71, and other reserve by an amount of £494,710.00 by the issuance of 262,741,796,051 bonus shares with an aggregate nominal value of £27,656,989,677.71.

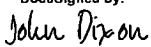
On 30 September 2020, the Company then cancelled and extinguished 262,741,796,051 ordinary shares of £0.105262999999992 each, reducing the share capital by £27,656,989,677.71 with the same amount being credited to retained earnings.

These transactions were carried out to ensure that there were sufficient distributable reserves for future distributions and the share capital reductions were carried out in accordance with Part 17, Chapter 10 of the Companies Act 2006.

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 3 September 2021 and signed on its behalf.

DocuSigned by:

A83C408A62AA423...

John Charles Dixon
Director

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Directors' Report to the members of Reckitt Benckiser Limited (formerly Reckitt Benckiser plc) For the Year Ended 31 December 2020

The Directors present their report and the audited Financial Statements for the year ended 31 December 2020.

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 as follows:

John Charles Dixon
Jeffrey Carr (appointed 9 April 2020)
Timothy John Martel (appointed 8 June 2020)
James Edward Hodges (appointed 16 December 2020, resigned 15 April 2021)
Gareth Williams (appointed 16 December 2020, resigned 15 April 2021)
Thomas Richard Etienne Greene (appointed 15 April 2021)
Jonathan Timmis (resigned 8 June 2020)
Adrian Nevil Hennah (resigned 9 April 2020)
Simon Andrew Neville (resigned 1 July 2020)
Alasdair James Peach (appointed 20 July 2020, resigned 16 December 2020)

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.

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Directors' Report to the members of Reckitt Benckiser Limited (formerly Reckitt Benckiser plc) (continued) For the Year Ended 31 December 2020

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.

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 4.

Other information

Disclosures in respect to post balance sheet events are made in note 17.

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.

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Directors' Report to the members of Reckitt Benckiser Limited (formerly Reckitt Benckiser plc) (continued) For the Year Ended 31 December 2020

Going concern

The primary risk surrounding this Company is in relation to its ability to repay amounts owed to its subsidiary undertakings, as stated in note 10. This amounts to £34,700,108k which is due within 12 months from the Balance Sheet date and a net current liability position of the Company of £32,186,024k. As these amounts are owed to companies which are either directly or indirectly controlled by the Company the Directors have no reason to believe that these amounts will be called up for repayment in full within 12 months from the Balance Sheet date. The Company currently holds investments in other Group companies with a carrying value of £70,517,831k as at the Balance Sheet date resulting in an overall net asset position of the Company of £38,331,807k.

The Directors have also 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 this liability is 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.

Considering this and the impact of key risks, including the impact of COVID-19 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 auditors annually.

Financial risk management

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

Political contributions

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

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

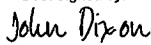
Directors' Report to the members of Reckitt Benckiser Limited (formerly Reckitt Benckiser plc) (continued) For the Year Ended 31 December 2020

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 Limited (formerly Reckitt Benckiser 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 3 September 2021 and signed on its behalf.

DocuSigned by:

A83C408A62AA423...

John Charles Dixon
Director

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Independent Auditor's Report to the Members of Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Opinion

We have audited the Financial Statements of Reckitt Benckiser Limited (formerly Reckitt Benckiser plc) ("the Company") for the year ended 31 December 2020 which comprise the Profit and Loss Account and Other Comprehensive Income, the Balance Sheet, the Statement of Changes in Equity and 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 2020 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 have fulfilled our ethical responsibilities under, and are independent of the Company in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

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").

In our evaluation of the Directors' conclusions, we considered the inherent risks to the Company's business model and analysed how those risks might affect the Company's financial resources or ability to continue operations over the going concern period.

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.

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 Limited (formerly Reckitt Benckiser plc)

Independent Auditor's Report to the Members of Reckitt Benckiser Limited (formerly Reckitt Benckiser plc) (continued)

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, reading Board of Directors meetings' minutes and inspection of policy documentation as to the Reckitt Benckiser Group plc's policies and procedures to prevent and detect fraud that apply to this group company as well as enquiring whether the Directors have knowledge of any actual, suspected or alleged fraud.

As required by auditing standards, we perform procedures to address the risk of management override of controls, in particular the risk that 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 as the Company has no revenues other than interest income. We did not identify any additional fraud risks.

We performed procedures including:

- Identifying journal entries and other adjustments to test based on risk criteria and comparing the identified entries to supporting documentation. These included entries containing key words.
- Evaluated the business purpose of significant unusual transactions.

Identifying and responding to risks of material misstatement due to non-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 and through discussion with the Directors (as required by auditing standards), and discussed with the Directors the policies and procedures regarding compliance with laws and regulations.

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 and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related Financial Statement items.

This company, as a holding and financing company, is not subject to other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the Financial Statements.

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 non-compliance 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 these 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 non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations.

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Independent Auditor's Report to the Members of Reckitt Benckiser Limited (formerly Reckitt Benckiser plc) (continued)

Strategic Report and Directors' Report

The Directors are responsible for the Strategic Report and the Directors' Report. Our opinion on the Financial Statements does not cover those reports and we do not express an audit opinion thereon.

- we have not identified material misstatements in the Strategic Report and 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.

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, 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.

Directors' responsibilities

As explained more fully in their statement set out on page 6, the Directors are responsible for: the preparation of the Financial Statements and for 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; 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.

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.

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Independent Auditor's Report to the Members of Reckitt Benckiser Limited (formerly Reckitt Benckiser plc) (continued)

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.



RICHARD BROADBELT (Senior Statutory Auditor)
for and on behalf of KPMG LLP, Statutory Auditor
Chartered Accountants

15 Canada Square
London
E14 5GL

3 September 2021

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Profit and Loss Account and Other Comprehensive Income For the Year Ended 31 December 2020

	Note	2020 £000	2019 £000
Impairment of investments	3,8	(57,241)	(1,231,430)
Net income from shares in Group undertakings	3	461,995	450,263
Other expense	3	-	(1,542)
Profit/(loss) before interest and tax	3	404,754	(782,709)
Interest receivable and similar income	4	19,260	29,134
Interest payable and similar charges	5	(167,650)	(283,157)
Profit/(loss) before tax		256,364	(1,036,732)
Tax (charge)/credit on profit/(loss)	6	(2,304)	28,123
Profit/(loss) for the financial year		254,060	(1,008,609)
Other comprehensive income for the year			
Net distributions from shares in Group undertakings		2,165,563	-
Fair value uplift of investments as a result of Group reorganisations		1,258,047	-
Total comprehensive income/(loss) for the year		3,677,670	(1,008,609)

The notes on pages 17 to 55 form part of these Financial Statements.

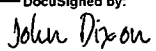
Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)
Registered number:00527217

Balance Sheet
As at 31 December 2020

	Note	2020 £000	2019 £000
Fixed Assets			
Investments	8	70,517,831	60,657,206
Current Assets			
Debtors due after more than one year	9,11	-	2,319,376
Debtors due within one year	9,11	2,514,076	293,838
Cash and cash equivalents	11	8	3
		<u>2,514,084</u>	<u>2,613,217</u>
Creditors due within one year	10,11	(34,700,108)	(28,609,719)
Net Current Liabilities		<u>(32,186,024)</u>	<u>(25,996,502)</u>
Total Assets less Current Liabilities		<u>38,331,807</u>	<u>34,660,704</u>
Creditors due after more than one year	10,11	-	(6,567)
Net Assets		<u>38,331,807</u>	<u>34,654,137</u>
Equity			
Share capital	12	76,039	76,039
Other reserves		-	495
Revaluation reserve		-	7,156,496
Retained earnings		38,255,768	27,421,107
Total Equity		<u>38,331,807</u>	<u>34,654,137</u>

The notes on pages 17 to 55 form part of these Financial Statements.

The Financial Statements on pages 13 to 55 were approved and authorised for issue by the Board and were signed on its behalf on 3 September 2021.

DocuSigned by:

A83C408A62AA423...

John Charles Dixon
Director

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Statement of Changes in Equity For the Year Ended 31 December 2020

	Share capital £000	Other reserves £000	Revaluation reserve £000	Retained earnings £000	Total equity £000
At 1 January 2020	76,039	495	7,156,496	27,421,107	34,654,137
Comprehensive income					
Profit for the financial year	-	-	-	254,060	254,060
Other comprehensive income for the year	-	-	-	3,423,610	3,423,610
Total comprehensive income for the year	-	-	-	3,677,670	3,677,670
Capitalisation of reserves by way of bonus share issue	-	(495)	(7,156,496)	(20,500,000)	(27,656,991)
Capitalisation of reserves by way of bonus share issue	27,656,991	-	-	-	27,656,991
Capital reduction of bonus shares	(27,656,991)	-	-	-	(27,656,991)
Capital reduction of bonus shares impact on retained earnings	-	-	-	27,656,991	27,656,991
Total transactions with owners	-	(495)	(7,156,496)	7,156,991	-
Balance at 31 December 2020	76,039	-	-	38,255,768	38,331,807

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Statement of Changes in Equity For the Year Ended 31 December 2019

	Share capital £000	Other reserves £000	Revaluation reserve £000	Retained earnings £000	Total equity £000
At 1 January 2019	76,039	495	17,997,784	17,636,224	35,710,542
Comprehensive loss					
Loss for the financial year	-	-	-	(1,008,609)	(1,008,609)
Other comprehensive income for the year	-	-	-	-	-
Total comprehensive loss for the year	-	-	-	(1,008,609)	(1,008,609)
Dividend paid	-	-	-	(348,699)	(348,699)
Distributions from shares in Group undertakings	-	-	-	13,120,597	13,120,597
Subsequent impairment charge in Group undertakings	-	-	-	(12,819,694)	(12,819,694)
Transfer to retained earnings in respect of subsequent impairment charge	-	-	(9,554,038)	9,554,038	-
Transfer to retained earnings in respect of other impairment charges	-	-	(1,081,138)	1,081,138	-
Transfer to retained earnings following contribution of investment	-	-	(206,112)	206,112	-
Total transactions with owners and subsidiaries	-	-	(10,841,288)	10,793,492	(47,796)
Balance at 31 December 2019	76,039	495	7,156,496	27,421,107	34,654,137

The notes on pages 17 to 55 form part of these Financial Statements.

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

1. Accounting Policies

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

1.1 General Information

With effect on 14 August 2020, the Company was reregistered from a public company to a private limited company and the name of the Company was changed from Reckitt Benckiser plc to Reckitt Benckiser Limited. The address of the registered office is given on the Company Information page at the beginning of these statutory Financial Statements. The nature of the Company's operations and its principal activities are set out in the Strategic Report on pages 1 to 4.

1.2 Statement of Compliance

The Financial Statements of Reckitt Benckiser Limited (formerly Reckitt Benckiser plc) have been prepared in accordance with Financial Reporting Standard 101, '*Reduced Disclosure Framework*' (FRS 101). The Financial Statements have been prepared under the historical cost convention, and in accordance with the Companies Act 2006.

1.3 Basis of Preparation

The preparation of Financial Statements in conformity with FRS 101 requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the Financial Statements are disclosed in note 2.

1.4 Changes in accounting policy and disclosure

There are no new standards, amendments or interpretations from 1 January 2020, which have been adopted for the first time and have a significant impact on the accounting policies applied in preparing the Company's Financial Statements.

A number of new standards are effective for annual periods beginning on or after 1 January 2021 and earlier application is permitted; however, the Company has not early adopted the new or amended standards in preparing these Financial Statements.

The following amended standards and interpretations are not expected to have a significant impact on the Company's Financial Statements:

- Interest Rate Benchmark Reform - Phase 2 (Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16).
- Onerous Contracts - Cost of Fulfilling a Contract (Amendments to IAS 37).
- Property, Plant and Equipment: Proceeds before Intended Use (Amendments to IAS 16).
- Classification of Liabilities as Current or Non-current (Amendments to IAS 1).

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

1. Accounting Policies (continued)

1.5 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 <https://www.reckitt.com>.

1.6 Going concern

The primary risk surrounding this Company is in relation to its ability to repay amounts owed to its subsidiary undertakings, as stated in note 10. This amounts to £34,700,108k which is due within 12 months from the Balance Sheet date and a net current liability position of the Company of £32,186,024k. As these amounts are owed to companies which are either directly or indirectly controlled by the Company the Directors have no reason to believe that these amounts will be called up for repayment in full within 12 months from the Balance Sheet date. The Company currently holds investments in other Group companies with a carrying value of £70,517,831k as at the Balance Sheet date resulting in an overall net asset position of the Company of £38,331,807k.

The Directors have also 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 this liability is 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.

Considering this and the impact of key risks, including the impact of COVID-19 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.

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

1. Accounting Policies (continued)

1.7 Consolidation

The Financial Statements contain information about Reckitt Benckiser Limited (formerly Reckitt Benckiser 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 Balances

The Company's functional and presentational currency is Sterling, therefore foreign currency is determined to be any other currency 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 are translated into Sterling at the exchange rate ruling on the Balance Sheet date.

1.9 Fair Value Hedge

Where foreign currency borrowings have been designated as hedging instruments within fair value hedges, foreign exchange movements on the designated portion of foreign currency investments are taken to the Profit and Loss Account and Other Comprehensive Income to offset the foreign exchange on the borrowings.

1.10 Interest

Interest receivable is recognised when it is probable that the economic benefits will flow to the Company and the amount of revenue can be measured reliably. 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. Interest payable is debited to the Profit and Loss Account and Other Comprehensive Income on recognition.

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

1. Accounting Policies (continued)

1.11 Dividend Income

Income from shares in Group undertakings represents dividends in the form of cash, intercompany receivables or shares in other Group undertakings, received from subsidiaries. These dividends are either recorded in the Profit and Loss Account or Other Comprehensive Income ("OCI").

In determining where to record the dividends received, the Company applies guidance on realised and distributable profits under the Companies Act 2006. This guidance considers whether the consideration received meets the definition of qualifying consideration, which takes into account the commercial effect of the transaction, to be able to recognise the consideration in the Profit and Loss Account.

Dividends received that meet the definition of qualifying consideration are disclosed in the Profit and Loss Account net of any impairment charge relating to the subsidiary from which the dividend was received.

Dividend income received from subsidiaries which does not meet the criteria of qualifying consideration is recognised in OCI net of any impairment charge relating to the subsidiary from which the dividend was received.

Where the net book value of the Company's investments in subsidiary undertakings increases as a result of a Group reorganisation the corresponding credit is recognised as a fair value uplift in OCI.

In the prior year, dividend income received from subsidiaries which did not meet the criteria of qualifying consideration was recognised directly within retained earnings. The impairment charge, if applicable, relating to investments in these subsidiaries was also recorded directly within retained earnings and disclosed separately in the Statement of Changes in Equity.

The Company's Directors are of the opinion that this change in accounting policy results in the Financial Statements providing reliable and more relevant information about the effects of these transactions by better interpreting the requirements of IAS 1 – Presentation of Financial Statements. This change has not been applied retrospectively as the Directors believe that sufficient and appropriate disclosure has been made in prior periods such that restatement could not reasonably be expected to influence the decisions of the users of the accounts.

1.12 Taxation

Tax is based on the result for the year and takes into account tax deferred due to timing differences between the treatment of certain items for tax and accounting purposes. Deferred tax liabilities are provided for in full and deferred tax assets are recognised to the extent that they are considered recoverable.

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

1. Accounting Policies (continued)

1.13 Investments

Investments in subsidiaries are held at the lower of cost and their recoverable amount, which is determined as the higher of net realisable value and value in use, except where a foreign currency investment meets the criteria for fair value hedge accounting, in which case the foreign exchange movement is added/deducted from the cost of the investment.

An exception to this occurs if a transfer of an asset from a subsidiary as a result of a Group reorganisation results in a diminution in value of the subsidiary to less than its carrying value in the parent's Financial Statements. In such instances where there is no overall loss to the receiving Company the value is reclassified within the Company's investments and any resulting fair value uplift is recognised within Other Comprehensive Income.

Certain USD and EUR borrowings have been designated as hedging instruments against part of the investment in Reckitt & Colman Capital Finance Limited and part of the EUR investment in Reckitt Benckiser (ENA) B.V.

Gains or losses arising from changes in the foreign exchange retranslation of the hedged item and instrument are presented net in the Profit and Loss Account and Other Comprehensive Income within "Interest receivable and similar income" or "Interest payable and similar charges" in the period in which they arise.

1.14 Financial Instruments

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.

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.

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

1. Accounting Policies (continued)

1.15 Financial Instruments (continued)

(b) Financial Liabilities

The Company classifies its financial liabilities as financial liabilities at amortised cost.

Financial liabilities at amortised cost include intercompany loans which 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.

1.15 Cash at bank and in hand

Cash at bank and in hand comprise cash balances.

Bank overdrafts are included within creditors due within one year in the Balance Sheet.

1.16 Dividends paid

Dividend distributions to equity shareholders are recognised as a liability in the period in which the dividends are approved by the Company's Directors. These amounts are recognised in the Statement of Changes in Equity. Dividends declared after the Balance Sheet date are not recognised as there is no present obligation at the Balance Sheet date.

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 judgement to determine whether there are indicators of impairment of the Company's fixed asset investments. Factors taken into account are net assets for holding companies and enterprise value for trading companies.

When indicators of impairment are present, management perform a review of the potential impairment of an investment. This review contains estimates and assumptions about the future recoverability of investments, including future cash flows, discount rate and terminal value.

The Company's Directors are of the opinion that there are no further judgements and no 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.

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

3. Profit/(loss) before interest and tax

The operating profit/(loss) is stated after (charging)/crediting:

	2020 £000	2019 £000
Impairment of investments	(57,241)	(1,231,430)
Net income from shares in Group undertakings	461,995	450,263
Other expense	-	(1,542)
	<u>404,754</u>	<u>(782,709)</u>

During the year the Company received net income from shares in Group undertakings totalling £461,995k (2019 - £450,263k). Included within this is an amount of £258,457k (2019 - £Nil) from Reckitt Benckiser (India) Private Limited and an amount of £180,019k (2019 - £Nil) from Reckitt Benckiser (ENA) B.V. Included in the prior year is an amount of £98,457k from RB (China Trading) Limited and an amount of £337,184k from RB Square Holdings (Spain) SL.

Included within the prior year was an impairment charge net of dividends received of £473,288k in relation to the Company's investment in Reckitt Benckiser (ENA) B.V. following the strategic reorganisation of the Group and an impairment in the Company's investment in Reckitt Benckiser Investments Limited of £435,130k.

Each of the dividends which have been recognised in the Profit and Loss Account above met the definition of qualifying consideration and have been presented net of the impairment charge relating to the subsidiary from which the dividend was received, if applicable.

Throughout the year on various dates, the Company's subsidiary, Maddison Square Holding B.V. was involved in Group reorganisations. As a result of these reorganisations, the net book value of the Company's investments in subsidiary undertakings increased by £1,258,047k. The resulting credit for these transactions has been recognised as a fair value uplift in Other Comprehensive Income.

On 4 June 2020, the Company received a dividend from Reckitt Benckiser (Health) Holdings Limited of an amount of £57,974k. This amount has been recognised in Other Comprehensive Income.

On 10 December 2020, the Company received a dividend from RB Square Holdings (Spain) SL of an amount of £362,516k. This amount has been recognised in Other Comprehensive Income.

On the same day, the Company received a dividend from Reckitt Benckiser (Hygiene Home) Holdings Limited of an amount of £165,267k. This amount has been recognised in Other Comprehensive Income.

On 22 December 2020, the Company received a dividend from Reckitt Benckiser (Hygiene Home) Holdings Limited of an amount of £1,579,806k. This amount has been recognised in Other Comprehensive Income.

Each of the dividends which have been recognised in Other Comprehensive Income were received through transactions which had been established for the purpose of reorganising the Group and did not meet the definition of qualifying consideration.

In the prior year on various dates the Company also received dividends from Reckitt Benckiser Investments Limited through transactions which had been established for the purpose of reorganising the Group of a total amount of £12,559,239k and subsequently impaired the Company's investment by the same amount. These transactions were recognised in the Statement of Changes in Equity (refer Note 1.11).

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

4. Interest receivable and similar income

	2020 £000	2019 £000
Interest receivable from Group undertakings	19,260	27,937
Interest receivable from third parties	-	218
Net exchange gains	-	181,744
Fair value hedge adjustment on investment	-	(180,765)
	<u>19,260</u>	<u>29,134</u>

5. Interest payable and similar charges

	2020 £000	2019 £000
Interest payable to Group undertakings	161,462	283,156
Fair value hedge adjustment on investment	(91,408)	-
Net exchange losses	97,596	-
Bank charges	-	1
	<u>167,650</u>	<u>283,157</u>

6. Taxation

	2020 £000	2019 £000
Corporation tax		
Current tax charge/(credit) on profit/(loss) for the financial year	(16,129)	(32,188)
Adjustments in respect of prior periods	(8,121)	2,502
Foreign tax on income for the year	26,554	1,563
Total current tax charge/(credit)	<u>2,304</u>	<u>(28,123)</u>
Tax charge/(credit) on profit/(loss)	<u>2,304</u>	<u>(28,123)</u>

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

6. Taxation (continued)

Reconciliation of tax charge/(credit)

The tax assessed for the year is lower than (2019 - higher than) the standard rate of corporation tax in the UK of 19% (2019 - 19%). The differences are explained below:

	2020 £000	2019 £000
Profit/(loss) before tax	256,364	(1,036,732)
Profit/(loss) multiplied by standard rate of corporation tax in the UK of 19% (2019 - 19%)	48,709	(196,979)
Effects of:		
Expenses not deductible for tax purposes	28,243	268,610
Adjustments in respect of prior periods	(8,121)	2,502
Tax relating to profits of subsidiary	-	117
Non-taxable income	(105,147)	(119,896)
Current year free group relief	12,157	21,931
Effect of overseas tax rates	26,538	1,531
Transfer pricing adjustment	(75)	(5,939)
Total tax charge/(credit) for the year	2,304	(28,123)

Factors that may affect future tax charges

The UK Budget 2021 announcements on 3 March 2021 included measures to support economic recovery as a result of the ongoing COVID-19 pandemic. These included an increase to the UK's main corporation tax rate to 25%, which is due to be effective from 1 April 2023. These changes were substantively enacted in The Finance Bill 2021 on 24 May 2021 after the Balance Sheet date.

7. Dividends

	2020 £000	2019 £000
Interim dividends paid of £Nil (2019 - £0.48) per share	-	348,699

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

8. Investments

	Investments in subsidiary undertakings £000
Cost and foreign exchange adjustments	
At 1 January 2020	83,200,378
Additions	21,060,731
Fair value uplift	1,258,047
Reclassification of investment	(3,966,935)
Contributions	(8,696,556)
Additional shares issued following EU cross-border merger	6,486,800
Disposal following EU cross-border merger	(6,486,800)
Fair value hedge exchange movement	91,408
At 31 December 2020	<u>92,947,073</u>
Impairment	
At 1 January 2020	22,543,172
Impairment charge	63,171
Impairment reversal	(177,101)
At 31 December 2020	<u>22,429,242</u>
Net book value	
At 31 December 2020	<u><u>70,517,831</u></u>
At 31 December 2019	<u><u>60,657,206</u></u>

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

8. Investments (continued)

Since 23 December 2009, the Company has designated an amount owed to a Group undertaking as a fair value hedge over the foreign exchange movement of the B ordinary shares held in Reckitt & Colman Capital Finance Limited. As such, the Company has fair valued those shares resulting in a debit to the Profit and Loss Account and Other Comprehensive Income of £45,437k (2019 - debit of £59,313k).

Since 1 January 2015, the Company has designated an amount owed to a Group undertaking as a fair value hedge over the foreign exchange movement of the fair value of the investment held in Reckitt Benckiser (ENA) B.V. As such, the Company has fair valued those shares resulting in a credit to the Profit and Loss Account and Other Comprehensive Income of £136,845k (2019 - debit of £121,452k).

On 29 January 2020, the Company paid an amount of £388k to settle the purchase price adjustment under its share purchase agreement of ERH Propack Limited.

On 4 June 2020, the Company subscribed for a further 1,000 ordinary £1 shares in Reckitt Benckiser (Hygiene Home) Holdings Limited for a total consideration of £1,284,885k (€1,428,921k).

On 29 June 2020, as the result of a Group reorganisation, the Company acquired the entire share capital of Reckitt Benckiser Corporate Services Limited which resulted in a diminution in value of the Company's investment in Maddison Square Holding B.V. of £1,884,547k. As there was no overall loss to the Company from the reorganisation, this value has been reclassified to the Company's investment in Reckitt Benckiser Corporate Services Limited. At the date of acquisition the fair market value of Reckitt Benckiser Corporate Services Limited was £3,142,594k resulting in an amount of £1,258,047k being recognised as a fair value uplift in Other Comprehensive Income.

On 17 July 2020, the Company subscribed for an additional 100 ordinary shares of £1 each in Access VC Limited (formerly RB Hygiene Home Investments Limited) for a total consideration of £7,000k.

On 15 September 2020, the Company acquired 45,462,690 ordinary shares of €1 each in Lancaster Square Holdings S.L.U for a total consideration of £6,486,800k.

On 13 October 2020, the Company acquired 512 shares in RB Hygiene Home Pakistan Limited for a total consideration of £1k, which were previously held in trust by Reckitt Benckiser Pakistan Limited. Following the sale, the net book value of the Company's investment in Reckitt Benckiser Pakistan Limited had reduced by £56,710k and the amount of the reduction in value was reclassified to the investment in RB Hygiene Home Pakistan Limited.

On 26 November 2020, as the result of a Group reorganisation, the Company acquired the entire share capital of Hamol Limited which resulted in a diminution in the value of the Company's investment in Maddison Square Holding B.V. of £1,437,006k. This was equal to the fair market value of Hamol Limited at the acquisition date. As there was no overall loss to the Company from the reorganisation, this value has been reclassified to the Company's investment in Hamol Limited.

On 15 December 2020, as the result of a Group reorganisation, the Company acquired the entire share capital of Linden Germany A Limited and Linden Germany B Limited which resulted in a diminution in the value of the Company's investment in Maddison Square Holding B.V. of £588,672k. This was equal to the combined fair market value of Linden Germany A Limited and Linden Germany B Limited, being £280,084k and £308,588k respectively. As there was no overall loss to the Company from the reorganisation, this value has been reclassified to the Company's investments in Linden Germany A Limited and Linden Germany B Limited.

On the same day, the Company contributed its investment in Maddison Square Holding B.V. to Reckitt Benckiser (Hygiene Home) Holdings Limited for a new issue of 1,000 ordinary £1 shares with a value of £7,370,878k.

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

8. Investments (continued)

On 22 December 2020, the Company contributed its investment in Central Square Holding B.V. to Reckitt Benckiser (Health) Holdings Limited in return for a new issue of 1,000 ordinary £1 shares with a net book value of £1,325,678k.

On the same day, the Company's subsidiaries, Lancaster Square Holdings S.L.U and Reckitt Benckiser (Health) Holdings Limited, completed an EU cross-border merger in which Reckitt Benckiser (Health) Holdings Limited as the surviving entity issued 2,000,000,000 new ordinary £1 shares with a total value of £6,486,800k.

Throughout the year on various dates, the Company also acquired additional shares in Reckitt Benckiser (Health) Holdings Limited for a total consideration of £611,551k.

9. Debtors

	2020 £000	2019 £000
Due after more than one year		
Amounts owed by Group undertakings	-	2,319,376
	<u> </u>	<u> </u>
	2020 £000	2019 £000
Due within one year		
Amounts owed by Group undertakings	2,407,303	240,416
Other debtors	106,773	53,422
	<u>2,514,076</u>	<u>293,838</u>

Included in the amounts owed by Group undertakings due within one year are amounts totalling £17,258k (2019 - £7,755k) which are denominated in Nigerian Naira, are unsecured, repayable on demand and interest bearing at 14.92% (2019 - 16.82%).

Also included is an amount of £14,035k (2019 - £14,593k) which is denominated in Thai Baht, unsecured, repayable on demand and interest bearing at 3.95% (2019 - same).

Also included is an amount of £2,232,155k (2019 - £2,290,708k) which is unsecured, repayable on demand and interest bearing at 3M LIBOR (2019 - same).

Also included is an amount of £38,842k (2019 - £6,320k) which is denominated in EUR, unsecured, repayable on demand and interest bearing at 3M LIBOR less 0.125% (2019 - same).

In the prior year each of these amounts were classified as due after more than one year.

Also included in the prior year was an amount of £145,894k which was unsecured, interest bearing at 5.32% and expired in December 2020 and an amount of £6,780k which was unsecured, repayable on demand and interest bearing at 3M LIBOR.

The remaining amounts owed by Group undertakings due within one year are unsecured, repayable on demand and non-interest bearing (2019 - same).

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

10. Creditors

	2020 £000	2019 £000
Due within one year		
Amounts owed to Group undertakings	34,700,108	28,609,719
	2020 £000	2019 £000
Due after more than one year		
Amounts owed to Group undertakings	-	6,567

Included in amounts owed to Group undertakings due within one year is an amount of £1,458,493k (2019 - £1,503,929k) which is denominated in USD, unsecured, repayable on demand and interest bearing at 3M LIBOR minus a margin of 0.125% (2019 - non-interest bearing).

Also included is an amount of £2,371,758k (2019 - £2,302,588k) which is denominated in EUR, unsecured, repayable on demand and interest bearing at 3M LIBOR (2019 - same).

Also included is an amount of £329,160k (2019 - £327,931k) which is unsecured, repayable on demand and non-interest bearing (2019 - same).

Also included is an amount of £39,327k (2019 - £6,567k) which is denominated in EUR, unsecured, interest bearing at 3M LIBOR plus 1.5% (2019 - same) and expires in March 2021. In the prior year this amount was included in creditors due after more than one year.

The remaining amounts owed to Group undertakings due within one year are either unsecured, repayable on demand and interest bearing at 3M LIBOR minus or plus a margin of between minus 0.125% and plus 0.5% (2019 - same).

Certain USD (amount outstanding at 31 December 2020 and 31 December 2019 - \$1,993,759k) and EUR (amount outstanding at 31 December 2020 - €2,652,811k and 31 December 2019 - €2,722,811k) borrowings have been designated as hedging instruments with a fair value hedge. The foreign exchange on these borrowings is offset in the Profit and Loss Account and Other Comprehensive Income by the foreign exchange movements of the foreign currency denominated investments also taken to the Profit and Loss Account and Other Comprehensive Income.

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

11. Financial Instruments

	2020 £000	2019 £000
Financial Assets		
Financial assets that are debt instruments measured at amortised cost	2,514,076	2,613,214
Cash and cash equivalents	8	3
	<u>2,514,084</u>	<u>2,613,217</u>
Financial Liabilities		
Financial liabilities measured at amortised cost	<u>(34,700,108)</u>	<u>(28,616,286)</u>

12. Share Capital

	2020 £000	2019 £000
Allotted and fully paid		
722,368,512 (2019 - 722,368,512) Ordinary shares of 10.53p each*	<u>76,039</u>	<u>76,039</u>

On 30 September 2020, the Company capitalised its retained earnings by an amount of £20,500,000,000.00, revaluation reserve by an amount of £7,156,494,967.71, and other reserve by an amount of £494,710.00 by an the issuance of 262,741,796,051 bonus shares with an aggregate nominal value of £27,656,989,677.71.

On the same day, the Company then cancelled and extinguished 262,741,796,051 ordinary shares of £0.105262999999992 each, reducing the share capital by £27,656,989,677.71 with the same amount being credited to retained earnings.

*10.53p is the truncated number for the average nominal values of each share which range in value from 10 - 19p.

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

13. Related Party Transactions

During the year, the Company earned £1,932k of interest receivable (2019 - £1,249k) from Reckitt Benckiser Nigeria Limited, another group company. Reckitt Benckiser Nigeria Limited is 99.53% owned by the Company and 0.47% by third-party shareholders. At the year-end, receivables of £17,258k (2019 - £7,755k) were outstanding and included within debtors. The debtors are unsecured, repayable on demand and interest bearing at 14.92% (2019 - 16.82%).

During the year, the Company earned £572k of interest receivable (2019 - £577k) from Reckitt Benckiser Healthcare Manufacturing (Thailand) Limited, another group company. Reckitt Benckiser Healthcare Manufacturing (Thailand) Limited is 100% owned by Reckitt Benckiser Holding (Thailand) Limited which is 45% owned by Central Square Holding B.V. and 55% by third-party shareholders. At the year-end, receivables of £14,035k (2019 - £14,593k) were outstanding and included within debtors. The debtors are unsecured, repayable on demand and interest bearing at 3.95% (2019 - same).

On 9 June 2020, the Company received a dividend of £1,802k (2019 - £5,999k) from Reckitt Benckiser Pakistan Limited, another group company. On 13 October 2020, the Company acquired 512 shares in RB Hygiene Home Pakistan Limited for a total consideration of £1k, which were previously held in trust by Reckitt Benckiser Pakistan Limited. Reckitt Benckiser Pakistan is 98.7% owned by the Company and 1.3% by third-party shareholders.

On 27 June 2020, the Company received a dividend of £4,438k (2019 - £2,527k) from Reckitt Benckiser (Bangladesh) Limited, another group company. Reckitt Benckiser (Bangladesh) Limited is 82.9% owned by the Company and 17.1% by third-party shareholders.

14. Directors and Employees

During the year the Company had 9 Directors resident in the UK (2019 - 4 Directors, no emoluments). The Directors are also Directors of a number of fellow subsidiaries, and it is not practical to make an accurate apportionment of their remuneration in respect of each of the subsidiaries. The Directors have no material interest in any contract of significance to the Company's business.

The Company had no employees during the current or prior year and consequently did not incur any expenditure in respect of wages and salaries, social security costs or other pension costs.

15. Ultimate Parent Undertaking and Controlling Party

The immediate parent company is Reckitt Benckiser Group plc, a company incorporated 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 can be obtained from 103-105 Bath Road, Slough, Berkshire, SL1 3UH or at <https://www.reckitt.com>.

16. 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 £20k (2019 - £10k).

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

17. Post Balance Sheet Events

Following the year end the Company continued to be impacted by the strategic reorganisation of the Group. The significant transactions which occurred following the Balance Sheet date are disclosed below.

On 11 March 2021, the Company acquired the entire share capital of SSL (RB) Products Limited for a total consideration of £166,286k.

On 25 March 2021, the Company received an interim distribution from its subsidiary Hamol Limited comprising the release of the Company's obligation under an interest bearing loan note issued by the Company and held by Hamol Limited as noteholder, valued at £1,437,776k as at the date of distribution. As a consequence of the distribution the Company impaired its investment in Hamol Limited by £1,437,006k.

On the same day, the Company settled intercompany creditors of \$1,994,357k (£1,450,230k) which prior to settlement had been designated as hedging instruments with a fair value hedge. On the same day the Company received a cash distribution of \$2,000,179k (£1,454,464k) from its subsidiary Reckitt & Colman Capital Finance Limited. Following the year end the Company impaired its investment in Reckitt & Colman Capital Finance Limited by £1,455,083k primarily as a consequence of the distribution received.

On 14 April 2021, the Company received a cash distribution of £80,589k from its subsidiary Reckitt & Colman Capital Finance Limited. As a consequence of the distribution the Company impaired its investment in Reckitt & Colman Capital Finance Limited by the same amount.

On 22 April 2021, the Company acquired the entire share capital of Dakin Brothers Limited for a total consideration of £166,286k.

On the same day, the Company received a cash distribution of £166,287k from its subsidiary SSL (RB) Products Limited. As a consequence of the distribution the Company impaired its investment in SSL (RB) Products Limited by the same amount.

On 16 June 2021, the Company received a distribution of the entire share capital of Sonet Consumer Products Limited (previously Scholl Consumer Products Limited) from Dakin Brothers Limited with a value of £166,360k. As a result of the distribution, the Company's investment in Dakin Brothers Limited was impaired by the same amount.

On the same day, the Company contributed its investment in Sonet Consumer Products Limited (previously Scholl Consumer Products Limited) to Reckitt Benckiser (Health) Holdings Limited in return for a new issue of 166,359,503 ordinary £1 shares with a value of £166,360k.

Following the year end on various dates, the Company also acquired additional shares in Reckitt Benckiser (Health) Holdings Limited for a total consideration of £1,578,788k.

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

18. Subsidiary undertakings

Direct Subsidiary Undertakings

The following were direct subsidiary undertakings and other participating interests of the Company:

Name	Class of shares	Holding	Registered office
103-105 Bath Road Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Access VC Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
ERH Propack Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
eRB Trading Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Hamol Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Lloyds Pharmaceuticals	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Linden Germany A Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Linden Germany B Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Oxy Reckitt Benckiser LLC	Ordinary	100%	24th Floor, Two IFC, 10 Gukjegeumyung-ro, Youngdeungpo-gu, Seoul, 07326, Korea, Republic of
PT Reckitt Benckiser Trading Indonesia	Ordinary	100%	Jl. Raya Narogong, Chamber A.I, Kel. Pasirangin ,Kec Cileungsi , Kab. Bogor. Prop. Jawa Barat, Indonesia
RB & Manon Business Limited	Ordinary	75%	Unit 2001, 20/F, Greenfield Tower, Concordia Plaza, No. 1 Science Museum Road, Kowloon, Hong Kong
RB (China Trading) Limited	Ordinary	80%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
RB (China) Holding Co Ltd	Ordinary	100%	Unit B01, Room 401, Tower 2, Parkview Green Fang Cao Di, No.9 Dongdaqiao Road, Chaoyang District, Beijing, China
RB Asia Holding Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
RB Reigate (2019) Ltd	Ordinary	0.16%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
RB Square Holdings (Spain) S.L.	Ordinary	81.75%	Carrer de Mataró, 28, 08403 Granollers, Barcelona, Spain
Reckitt & Colman Capital Finance Limited	Ordinary	100%	ICF 5, St. Helier, Jersey JE1 1ST
Reckitt & Colman Guangzhou Limited	Ordinary	100%	No. 3, Canglian 1 road, ETDZ, Guangzhou, China

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

18. Subsidiary undertakings

Reckitt & Sons Limited	Ordinary	27.28%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser (Bangladesh) Limited	Ordinary	82.96%	58/59 Nasirabad Industrial Area, Chittagong- 4209, Bangladesh
Reckitt Benckiser (Brands) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser (Channel Islands) Limited	Ordinary	100%	1st and 2nd Floors, Elizabeth House, Les Ruettes Brayes, St Peter Port, Guernsey, GY1 1EW
Reckitt Benckiser Corporate Services Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser (ENA) B.V.	Ordinary	100%	Schiphol Boulevard 267, 1118 BH Schiphol, The Netherlands
Reckitt Benckiser (Health) Holdings Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser (Hygiene Home) Holdings Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser (India) Private Limited	Ordinary	64.88%	Plot No. 48, Industrial Area, Sector 32, Gurgaon, 122 001, India
Reckitt Benckiser (RUMEA) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Asia Pacific Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Bahrain W.L.L	Ordinary	100%	Building 330, Road 1506, Block 115 Bahrain International Investment Park Hidd. Kingdom of Bahrain, Bahrain
Reckitt Benckiser Brands Investments B.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands
Reckitt Benckiser Bulgaria EOOD	Ordinary	100%	Sofia City - 1407, Lozenets region, 22,, Zlaten rog Str, 3rd floor, Office 4, Bulgaria
Reckitt Benckiser Investments Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Morocco SARL/AU	Ordinary	100%	59 Boulevard Zerktouni, Residence Les Fleurs 6eme étage, Casablanca, Morocco
Reckitt Benckiser Nigeria Limited	Ordinary	99.53%	12 Montgomery Road, Yaba, Lagos, Nigeria
Reckitt Benckiser Pakistan Limited	Ordinary	98.67%	3rd Floor, Tenancy 04 and 05, Corporate Office Block, Dolman City, HC-3, Block 4, Scheme 5, Clifton, Karachi, Pakistan
Reckitt Benckiser Service Bureau Limited	Ordinary	70.62%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Treasury Services plc	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Seton Healthcare Group No.2 Trustee Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

18. Subsidiary undertakings

Seton Healthcare No.1 Trustee Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Sonet Products Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
SSL Capital Ltd	Ordinary/ preference	100%	44 Esplanade, St Helier, Jersey, JE4 9WG
Suffolk Insurance Limited	Common	100%	Clarendon House, 2 Church Street, Hamilton, HM DX, Bermuda

The Directors believe that the carrying value of the investments is supported by their net assets for holding companies and enterprise value for trading companies.

Indirect Subsidiary Undertakings

The following were indirect subsidiary undertakings and other participating interests of the Company:

Name	Class of shares	Holding	Registered office
2309 Realty Corporation	A & B Shares	88.32%	2309 Don Chino Roces Avenue Extension, Makati City, Philippines
Airwick Industrie SAS	Ordinary	100%	38 rue Victor Basch, 91300 Massy, France
Anhui Guilong Pharmaceutical Trading Company Limited	-	100%	Dangtu Economic Development Zone, Maanshan City, Anhui Province, China
Apenas Boa Nutrição Indústria de Alimentos Ltda.	Ordinary	100%	Estrada Fukutaro Yida, n. 930, Bairro Cooperativa, in the city of Sao Bernardo Do Campo, Estate of Sao Paulo, 09852-060, Brazil
Beleggingsmaatschappij Lemoire B.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands
Benckiser	Ordinary	100%	4th Floor, 115, George Street, Edinburgh, EH2 4JN, Scotland
Blisa, LLC	Membership Shares	100%	251 Little Falls Drive Wilmington DE 19808 United States
Brevet Hospital Products (UK) Limited (Dissolved on 29 March 2021)	Ordinary	100%	1020 Eskdale Road, Winnersh, Wokingham, RG41 5TS, United Kingdom
British Surgical Industries Limited (Dissolved on 29 March 2021)	Ordinary / preference	100%	1020 Eskdale Road, Winnersh, Wokingham, RG41 5TS, United Kingdom
Canterbury Square Holdings S.à.r.l.	Ordinary	100%	1 Rue de la Poudrerie, L – 3364 Leudelage, Luxembourg
Central Square Holding B.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

18. Subsidiary undertakings

Crookes Healthcare Limited	Ordinary	100%	3rd Floor Kilmore House, Park Lane, Spencer Dock, Dublin 1, Ireland
Crookes Healthcare Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Cupal, Limited	Ordinary / preference	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Dakin Brothers Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Dorincourt Holdings (Ireland) Limited	Ordinary	100%	3rd Floor Kilmore House, Park Lane, Spencer Dock, Dublin 1, Ireland
Durex Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Earex Products Limited (Dissolved on 29 March 2021)	Ordinary	100%	1020 Eskdale Road, Winnersh, Wokingham, RG41 5TS, United Kingdom
Exponential Health LLC	Membership Shares	100%	251 Little Falls Drive, Wilmington DE 19808, United States
Fenla Indústria, Comércio e Administração Ltda	Ordinary	100%	Rodovia Raposo Tavares, 8015 km 18, 1º andar, Sala 2, Jardim Arpoador, Sao Paulo, CEP 05577-900, Brazil
FF Homecare & Hygiene Limited	Preference	37.50%	Northcliffe House, Young Street, London, W8 5EH, United Kingdom
Gainbridge Investments (Cyprus) Limited	Ordinary	100%	1 Lampousas Street, P.C. 1095, Nicosia, Cyprus
Glasgow Square Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Green, Young & Company Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Grosvenor Square Holding B.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands
Guilong Pharmaceutical (Anhui) Company Limited	Ordinary	100%	Intersection of Hongqi Road and Mingzhu Road, Dangtu Economic Development Zone, Maanshan City, Anhui Province, China
Guilong Pharmaceutical (Anhui) Co. Ltd –Xiamen Branch	-	100%	Unit 02, 11/F, Tower A Hedonic Center, 6 Songyue Road, Siming District, Xiamen, China
Helpcentral Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Howard Lloyd & Company Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Kukident GmbH	Common	100%	Heinestrasse 9, 69469 Weinheim, Germany
LI Pensions Trust Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
London International Group Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
London International Trading Asia Ltd	Ordinary	100%	2206-11, Chubb Tower, Windsor House, 311 Gloucester Road, Causeway Bay, Hong Kong

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

18. Subsidiary undertakings

LRC Investments Limited (Dissolved 29 March 2021)	Ordinary / preference	100%	1020 Eskdale Road, Winnersh, Wokingham, RG41 5TS, United Kingdom
LRC North America, Inc.	Common / preference	100%	251 Little Falls Drive, Wilmington DE 19808, USA
LRC Products Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
LRC Secretarial Services Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Maddison Square Holding B.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands
Manufactura MJN, S. de R.L. de C.V.	Ordinary	100%	Av de las Granjas 972, Col. Santa Barbara, Azcapotzalco, CDMX, 02230, Mexico
Mead Johnson & Company LLC	Membership Shares	100%	251 Little Falls Drive, Wilmington, DE 19808, New Castle County
Mead Johnson B.V.	Ordinary	100%	Middenkampweg 2, 6545 CJ Nijmegen, The Netherlands
Mead Johnson do Brasil Comércio e Importação de Produtos de Nutrição Ltda.	Ordinary	100%	Av. Ejército Nacional No.769, Corporativo Miyana Torre B, Piso 6, Alcaldía Miguel Hidalgo, Colonia Granada, CP 11520, Mexico
Mead Johnson Nutricionales de México, S. de R.L. de C.V.	Ordinary	100%	Av. Ejército Nacional Mexicano No. 769 Corporativo Miyana Torre B, piso 6, Alcaldía Miguel Hidalgo, Colonia Granada, CP 11520, Mexico
Mead Johnson Nutrition (Asia Pacific) Pte. Ltd.	Ordinary	100%	80 Robinson Road, #02-00, Singapore 068898
Mead Johnson Nutrition (Australia) Pty Ltd	Ordinary	100%	King & Wood Mallesons Governor Phillip Tower Level 61 1, Farrer Place Sydney NSW 2000, Australia
Mead Johnson Nutrition (Belgium) BVBA	Ordinary	100%	International Business Company Formation, Inc., Researchdreef/Allée de la Recherche 20, B-1070 Brussel / Bruxelles, Belgium
Mead Johnson Nutrition (Canada) Co.	Common	100%	Suite 600, 1741 Lower Water Street, Halifax NS B3J 0J2, Canada
Mead Johnson Nutrition Colombia Ltda.	Ordinary	100%	Calle 76 No. 11-17 Piso 3, Edificio Torre Los Nogales, Bogota, Colombia
Mead Johnson Nutrition (Dominicana), S.A.	Ordinary	100%	251 Little Falls Drive, Wilmington, DE 19808, New Castle County
Mead Johnson Nutrition (Dominicana), S.A. Dominican Republic Branch	-	100%	251 Little Falls Drive, Wilmington, DE 19808, New Castle County

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

18. Subsidiary undertakings

Mead Johnson Nutrition (France) SAS	Ordinary	100%	LexEurope, 35 Avenue d'Eylau, FR 75116, Paris, France
Mead Johnson Nutrition (Hong Kong) Limited	Ordinary	100%	25/F., Chubb Tower, Windsor House, 311 Gloucester Rd., Causeway Bay, HK
Mead Johnson Nutrition (Hong Kong) Limited- Macau Branch	-	100%	Avenida Son On, No. 1040, Centre Industrial Brilliant 2 Andar, Taipa, Macao.
Mead Johnson Nutrition (India) Private Limited	Ordinary	100%	Unit No. 54, 5th Floor, Kalpataru Square, Andheri-Kurla Road, Maharashtra, Mumbai, 400059, India
Mead Johnson Nutrition (Italia) S.r.l.	Quota	100%	Via Birmania 81, CAP 00144 Roma, Italy
Mead Johnson Nutrition (Malaysia) Sdn Bhd	Ordinary	100%	Suite 1005, 10th Floor, Wisma Hamzag Kwong Hing, No. 1 Leboh Ampang, 50100 W.P. Kuala Lumpur, Malaysia
Mead Johnson Nutrition (Panama), S. de R.L.	Partnership/ Membership interests	100%	Apartment 6G, 6th Floor, Edificio Bladex, Calle Avenida La Rotonda. Business Park, Corregimiento de Juan Diaz, Urbanización Costa Del Este, Provincia De Panamá, Distrito de Panama, Panama
Mead Johnson Nutrition (Phillippines), Inc.	Common	99.96%	2309 Don Chino Roces Avenue, Makati City, PH 1321, Philippines
Mead Johnson Nutrition (Poland) Sp. z o.o	Ordinary	100%	Ul. Woloska 22, 02-675, Warsaw, Poland
Mead Johnson Nutrition (Puerto Rico) Inc.	Common	100%	Corporation Service Company, 251 Little Falls Drive, Wilmington, DE 19808, New Castle County
Mead Johnson Nutrition (Puerto Rico) Inc. Puerto Rico Branch	-	100%	Corporation Service Company, 251 Little Falls Drive, Wilmington, DE 19808, New Castle County
Mead Johnson Nutrition (Singapore) Pte. Ltd.	Ordinary	100%	80 Robinson Road, #02-00, Singapore 068898
Mead Johnson Nutrition (Taiwan) Ltd.	Ordinary	100%	6F., No. 136, Sec. 3, Ren'ai Rd., Da'an Dist, Taipei City 1,, R.O.C., 10657, Taiwan
Mead Johnson Nutrition (Thailand) Ltd.	Common	100%	No. 388 Exchange Tower, 14th Fl., Sukhumvit Rd., Klongtoey, Bangkok, 10110, Thailand
Mead Johnson Nutrition (UK) Ltd. (in liquidation)	Ordinary	100%	1020 Eskdale Road, Winnersh, Wokingham, RG41 5TS
Mead Johnson Nutrition (Venezuela) LLC	Membership Shares	100%	251 Little Falls Drive, Wilmington, DE 19808, New Castle County
Mead Johnson Nutrition (Vietnam) Company Limited	Ordinary	100%	Unit 401, 4th Floor, Metropolitan Building, No. 235 Dong Khoi Street, Ben Nghe Ward, District 1, Ho Chi Minh City Vietnam
Mead Johnson Nutrition Argentina S.A.	Ordinary	90%	Teniente General Richieri 15, Ciudad de Sunchales, Santa Fe, Argentina

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

18. Subsidiary undertakings

Mead Johnson Nutrition Company	Common	100%	251 Little Falls Drive, Wilmington, DE 19808, New Castle County
Mead Johnson Nutrition Holdings (Singapore) Pte. Ltd.	Ordinary	100%	80 Robinson Road, #02-00, Singapore 068898
Mead Johnson Nutrition International Holdings Pte Ltd.	Ordinary	100%	80 Robinson Road, #02-00, Singapore 068898
Mead Johnson Nutrition Nominees LLC	Membership Shares	100%	251 Little Falls Drive, Wilmington, DE 19808, New Castle County
Mead Johnson Nutrition Trading Poland Sp. z o.o	Ordinary	100%	UL. Wołoska 22, 02-675, Warsaw, Poland
Mead Johnson Nutrition Venezuela, S.C.A.	Ordinary/ Common	100%	Urb. Las Mercedes, Av. Orinoco cruce con Mucuchies Torre Nordic, Piso 1, Oficina 1 y 2, Municipio Baruta Caracas, Venezuela
Mead Johnson Nutritionals (China) Limited	Ordinary	88.89%	2# Xia Yuan Road, Dongji Industrial District, Guangzhou Economic & Technological Development Zone, Guangzhou 510730, China
Mead Johnson One, C.V.	Membership Shares	100%	225 North Canal Street, Floor 25, Chicago, IL 60606, United States
Mead Johnson Pediatric Nutrition Institute (China) Ltd.	-	100%	Room 01, 2nd Floor, Office Building, #2, Xia Yuan Road, Dongji Industrial District, Guangzhou Development, Guangzhou, China
Mead Johnson Pediatric Nutrition Technology (Guangzhou) Ltd	-	100%	Room 02, 2nd Floor, Office Building, #2, Xia Yuan Road, Dongji Industrial District, Guangzhou Development, Guangzhou, China
Mead Johnson Two, C.V.	Partnership interests	100%	225 North Canal Street, Floor 25, Chicago, IL 60606, United States
Medcom Marketing and Prodazha Ukraine LLC (In Liquidation)	-	100%	04073 Ukraine, Kiev, Stepan Bandera avenue 28A, Littera "G", off.80, Ukraine
MJ UK Holdings Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
MJ USA Holdings LLC	Membership Shares	100%	2711 Centerville Rd, Suite 400, Wilmington, DE 19808, United States
MJN Asia Pacific Holdings, LLC	Membership Shares	100%	251 Little Falls Drive, Wilmington, DE 19808, New Castle County

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

18. Subsidiary undertakings

MJN Global Holdings B.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands
MJN Holdings (Netherlands) B.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands
MJN Innovation Services B.V.	Ordinary	100%	Middenkampweg 2, 6545 CJ Nijmegen, The Netherlands
MJN International Holdings (UK), Ltd.	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
MJN U.S. Holdings LLC	Membership Shares	100%	251 Little Falls Drive, Wilmington, DE 19808, New Castle County
New Bridge Holdings B.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands
New Bridge Street Invoicing Limited (Dissolved on 29 March 2021)	Ordinary	100%	1020 Eskdale Road, Winnersh, Wokingham, RG41 5TS, United Kingdom
Norwich Square Holding S.L.U.	Ordinary	100%	Carrer de Mataró, 28, 08403 Granollers, Barcelona, Spain
Nurofen Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Open Championship Limited (Dissolved on 29 March 2021)	Ordinary	100%	1020 Eskdale Road, Winnersh, Wokingham, RG41 5TS, United Kingdom
Optrex Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Oriental Medicine Company Limited	Ordinary	100%	2206-11, Chubb Tower, Windsor House, 311 Gloucester Road, Causeway Bay, Hong Kong
Pharmalab Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Prebbles Limited (Dissolved on 29 March 2021)	Ordinary/ preference	100%	1020 Eskdale Road, Winnersh, Wokingham, RG41 5TS, United Kingdom
Propack Produkte für Haushalt und Körperpflege GmbH	Ordinary	100%	Robert-Koch-Straße 1, 69115, Heidelberg, Germany
PT Mead Johnson Indonesia	Ordinary	90.10%	Treasury Tower, District 8, Lantai 58; SCBD Lot 28, Jl. Jend. Sudirman Kav. 52-53, Kel. Senayan, Kec. Kebayoran Baru, Kota, Adm Jakarta Selatan, Prop. DKI Jakarta, Indonesia
PT Reckitt Benckiser Hygiene Home Indonesia	Ordinary	100.00%	Treasury Tower 59th Floor, District 8, SCBD, Jalan Jendral Sudirman Kav 52-53, Jakarta, 12190, Indonesia
PT Reckitt Benckiser Hygiene Home Trading Indonesia	Ordinary	100.00%	Treasury Tower 59th Floor, District 8, SCBD, Jalan Jendral Sudirman Kav 52-53, Jakarta, 12190, Indonesia

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

18. Subsidiary undertakings

PT Reckitt Benckiser Indonesia	Ordinary	100%	Gedung Treasury Tower, District 8, Level 58, SCBD Lot 28, Jalan Jend. Sudirman Kav. 52-53, Kel. Senayan, Kec. Kebayoran Baru, Kota, Adm Jakarta Selatan, Prov, DKI Jakarta, Indonesia
Qingdao London Durex Co Ltd	Ordinary	100%	No.1-13 Shangma, Aodong Road, High-tech Industrial Development Zone, Qingdao City, Shandong Province, China
Qingdao New Bridge Corporate Management Consulting Company Ltd	Ordinary	100%	No.1-13 Shangma, Aodong Road, High-tech Industrial Development Zone, Qingdao City, Shandong Province, China
R & C Nominees Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
R & C Nominees One Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
R & C Nominees Two Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
RB & Manon Business Co. Ltd	Ordinary	75.05%	Room 1701, No.103, Zhao Jia Bang Road, Shanghai, China
RB & Manon Hygiene Home (Shanghai) Limited	Ordinary	100.00%	16/F, Xu Jia Hui International Plaza, No.1033 Zhao Jia Bang Road, Shanghai, China
RB & Manon Hygiene Home Limited	Ordinary	80.00%	Unit 2001, 20/F, Greenfield Tower Concordia Plaza, No. 1 Science Museum Road, Kowloon, Hong Kong
RB (Health) Colombia S.A.S	Ordinary	100%	Calle 76 No.11 – 17 Oficina 301 Bogotá, Colombia
RB (Health) Malaysia Sdn Bhd	Ordinary	100%	Unit No. 50-8-1, 8 th floor, Wisma Uoa Damansara, 50 Jalan Dungun, Damansara Heights, 50490 Kuala Lumpur, Malaysia
RB (Hygiene Home) Australia Pty Ltd	Ordinary	100%	Level 47, 680 George Street, Sydney, NSW, 2000, Australia
RB (Hygiene Home) Czech Republic, spol s.r.o	Ordinary	100%	Vinohradská 2828/151, 130 00 Praha 3-Žižkov, Czech Republic
RB (Hygiene Home) HK Limited	Ordinary	100%	22/F W Square, 314-324 Hennessy Road, Wanchai, Hong Kong
RB (Hygiene Home) Hungary Kft	Ordinary	100%	1113 Budapest, Bocskai út 134-146, Hungary
RB (Hygiene Home) New Zealand Limited	Ordinary	100%	Level 1, 2 Fred Thomas Drive Takapuna, Auckland, 0622, New Zealand
RB (Hygiene Home) Poland Sp. z o.o	Ordinary	100%	Nowy Dwór Mazowiecki, Ul. Okunin 1, 05-100, Poland
RB (Hygiene Home) Romania S.R.L.	Partnership / Membership Shares	100%	Str. Grigore Alexandrescu 89-97, Aripa Vest, Et. 5, Finish room, Sect. 1, Bucuresti, 010624, Romania
RB (Suzhou) Co. Ltd	-	100%	No.28 Middle Huasu Road, Liujiagang, Fuqiao Town, Taicang City, Jiangsu Province, China

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

18. Subsidiary undertakings

RB Health (Canada) Inc.	Common	100%	Suite 2300, 550 Burard Street, Vancouver BC V6C 2B5, Canada
RB Health Ecuador Cia. Ltda.	Ordinary	100%	Av. Coruña 27-88 y Av. Orellana, Edificio Coruña Plaza, piso 7, Quito, Ecuador
RB Health (US) LLC	Membership Shares	100%	Corporation Service Company, 251 Little Falls Drive, Wilmington, DE 19808, New Castle County, USA
RB Health Chile SpA	Ordinary	100%	Avenida Presidente Kennedy, Lateral 5454, Oficina 1602, Vitacura, Región Metropolitana, Chile
RB Health Manufacturing (US) LLC	Membership Shares	100%	Corporation Service Company, 251 Little Falls Drive, Wilmington, DE 19808, New Castle County, USA
RB Health México, S.A. de C.V.	Ordinary	100%	Av. Ejército Nacional No. 769, Corporativo Miyana Torre B, piso 6, Alcaldía Miguel Hidalgo, Colonia Granada, CP 11520, Mexico
RB Health Nordic A/S sivuliike Suomessa	-	100%	Itsehallintokuja 6, Espoo, 02600, Finland
RB Health Nordic A/S, filial	-	100%	Vretenvägen 2, 4th Floor, 171 54 Solna, Sweden
RB Health Nordic, NUF	-	100%	Henrik Ibsens Gate 60A, 0255 Oslo, Norway
RB Health Peru S.R.L.	Ordinary	100%	Calle Dean Valdivia No.148, Torre 1, Ofic. 501, Urb. Jardín, San Isidro, Lima, Peru
RB Health Services Mexico, S.A de C.V.	Ordinary	100%	Av. Ejército Nacional No. 769, Corporativo Miyana Torre B, piso 6, Alcaldía Miguel Hidalgo, Colonia Granada, CP 11520, Mexico
RB Holding Europe Du Sud SNC	Ordinary	100%	38 rue Victor Basch, 91300 Massy, France
RB Holdings (Luxembourg) S.à.r.l.	Ordinary	100%	1 Rue de la Poudrerie, L – 3364 Leudelange, Luxembourg
RB Holdings (Nottingham) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
RB Holdings Luxembourg (2018) S.à.r.l.	Ordinary	100%	1 Rue de la Poudrerie, L - 3364 Leudelange, Luxembourg
RB Hygiene Home (Thailand) Limited	Ordinary	100%	No. 388, Room No. 1903, 19th Floor, Exchange Tower, Sukhumvit Road, Sub-District Klongtoey, District Klongtoey Bangkok 10110, Thailand
RB Hygiene Home Arabia FZE	Ordinary	100%	Behind GAC Complex, Jebel Ali Free Zone, PO Box 61344 Dubai, UAE
RB Hygiene Home Austria GmbH	Ordinary	100%	Guglgasse 15, A-1110 Wien (Vienna), Austria
RB Hygiene Home Belgium SA/NV	Ordinary	100%	20 Allée de la Recherche, 1070 Anderlecht, Belgium

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

18. Subsidiary undertakings

RB Hygiene Home Deutschland GmbH	Ordinary	100%	Darwinstrasse 2-4, 69115 Heidelberg, Germany
RB Hygiene Home France SAS	Ordinary	100%	38 rue Victor Basch, 91300 Massy, France
RB Hygiene Home India Private Limited	Ordinary	100%	Plot No. 48, Industrial Area, Sector 32, Gurgaon - 122001, Haryana, India
RB Hygiene Home Japan Ltd	Ordinary	100%	3-20-14 Higashi Gotanda, Shinagawa-ku, 141-0022, Tokyo
RB Hygiene Home Netherlands B.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands
RB Hygiene Home Nordic A/S	Ordinary	100%	Vandtarnsvej 83A 2860 Soborg, Denmark
RB Hygiene Home Nordic A/S, filial	-	100%	Vretenvägen 2, 4th Floor, 171 54 Solna, Sweden
RB Hygiene Home Nordic A/S, sivuliike Suomessa	-	100%	Itsehallintokuja 6, Espoo, 02600, Finland
RB Hygiene Home Nordic NUF	-	100%	Henrik Ibsens Gate 60A, 0255 Oslo, Norway
RB Hygiene Home Switzerland AG	Ordinary	100%	Richtistrasse 5, 8304 Wallisellen, Switzerland
RB Ireland Hygiene Home Commercial Limited	Ordinary	100%	6th Floor, 2 Grand Canal Square, Dublin 2, Ireland
RB LATAM Holding B.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands
RB Luxembourg (2016) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
RB Luxembourg (TFFC) S.a.r.l	Ordinary	100%	1 Rue de la Poudrerie, L - 3364 Leudelange, Luxembourg
RB Luxembourg Holdings (TFFC) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
RB Luxembourg Holdings (TFFC) Limited- Luxembourg Branch	-	100%	1 Rue de la Poudrerie, L - 3364 Leudelange, Luxembourg
RB Manufacturing LLC	Membership Shares	100%	2711 Centerville Rd, Ste 400, Wilmington, DE 19808, United States
RB Mexico Investments Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
RB NL Brands B.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands
RB Reigate (2019) Ltd.	Ordinary	99.48%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
RB Reigate (Ireland) Unlimited Company	Ordinary	100%	3rd Floor Kilmore House, Park Lane, Spencer Dock, Dublin 1, Ireland
RB Reigate (UK) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

18. Subsidiary undertakings

RB Salute Mexico S.A de C.V.	Ordinary	100%	Calzada de Tlalpan No. 2996, Col. Ex Hacienda Coapa, Del. Coyoacán, Cd. de México, C.P. 04980, Mexico
RB Square Holdings (Spain) S.L.	Ordinary – A & B	18.25%	Carrer de Mataró, 28, 08403 Granollers, Barcelona, Spain
RB UK Commercial Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
RB UK Hygiene Home Commercial Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
RB USA (2019) Ltd.	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
RB USA Holdings LLC	Membership Shares	100%	c/o Corporation Service Company, 2711 Centerville Rd, Ste 400, Wilmington, DE 19808, United States
RB Winchester (Ireland) Unlimited Company	Ordinary	100%	3rd Floor Kilmore House, Park Lane, Spencer Dock, Dublin 1, Ireland
RBHCR Health Reckitt Costa Rica Sociedad Anonima	Common	100%	San José, Escazú, San Rafael, costado sur de Multiplaza de Escazú, Edificio Escazú Corporate Center séptimo piso, Costa Rica
Reckitt & Colman (Jersey) Limited	Ordinary/ preference	100%	ICF 5, St. Helier, Jersey JE1 1ST
Reckitt & Colman (Overseas) Health Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt & Colman (Overseas) Hygiene Home Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt & Colman (Overseas) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt & Colman (UK) Limited	Ordinary/ preference	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt & Colman Holdings Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt & Colman Management Services (Ireland) Limited	Ordinary	100%	3rd Floor Kilmore House, Park Lane, Spencer Dock, Dublin 1, Ireland
Reckitt & Colman Pension Trustee Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt & Colman Sagrotan Verwaltungsgesellschaft GmbH	Common	100%	Darwinstrasse 2-4, 69115 Heidelberg, Germany
Reckitt & Colman Trustee Services Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt & Sons Limited	Ordinary	72.72%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

18. Subsidiary undertakings

Reckitt Benckiser (Australia) Pty Limited	Ordinary/ preference	100%	Level 47, 680 George Street, Sydney NSW 2000, Australia
Reckitt Benckiser (Belgium) SA/NV	Ordinary	100%	20 Allée de la Recherche, Anderlecht, 1070 Brussels, Belgium
Reckitt Benckiser (Brasil) Comercial De Products De Hygiene, Limpeza E Cosméticos Ltda.	Ordinary	100%	Avenida Presidente Juscelino Kubitschek, 1909 cj 24 e 25, Vila Nova Conceição, São Paulo/SP, Brazil
Reckitt Benckiser (Brasil) Ltda	Ordinary	100%	Rodovia Raposo Tavares, 8015, km 18, Jardim Arpoador, CEP 05577-900, Sao Paulo, Brazil
Reckitt Benckiser (BVI) No. 1 Limited	Ordinary	100%	Palm Grove House, PO Box 438, Road Town, Tortola, British Virgin Islands
Reckitt Benckiser (BVI) No. 1 Limited –UK Branch	-	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser (BVI) No. 2 Limited	Ordinary	100%	Palm Grove House, PO Box 438, Road Town, Tortola, British Virgin Islands
Reckitt Benckiser (BVI) No. 2 Limited –UK Branch	-	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser (BVI) No. 3 Limited	Ordinary	100%	Palm Grove House, PO Box 438, Road Town, Tortola, British Virgin Islands
Reckitt Benckiser (BVI) No. 3 Limited –UK Branch	-	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser (Canada) Inc.	New Common	100%	1680 Tech Avenue Unit 2, Mississauga, Ontario L4W 5S9, Canada
Reckitt Benckiser (Cayman Islands) Limited	Ordinary	100%	PO Box 309, Ugland House, South Church Street, George Town, Grand Cayman, KY1-1104, Cayman Islands
Reckitt Benckiser (Centroamerica) SA	Ordinary	100%	San José, Escazú Corporate Center, 7 Piso, Costado Sur de Multiplaza Escazú, San José, Costa Rica
Reckitt Benckiser (Czech Republic) Spol s.r.o.	Partnership / Membership Shares	100%	Vinohradská 2828/151, 130 00 Praha 3-Žižkov, Czech Republic
Reckitt Benckiser (Egypt) Limited	Ordinary	100%	Polyium Building 22, Off-road 90, District 1, 5th Settlement, New Cairo, Egypt
Reckitt Benckiser (España), S.L.U	Ordinary	100%	Carrer de Mataró, 28, 08403 Granollers, Barcelona, Spain
Reckitt Benckiser (Granollers) SL	Ordinary	100%	Carrer de Mataró, 28, 08403 Granollers, Barcelona, Spain
Reckitt Benckiser (Grosvenor) Holdings Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

18. Subsidiary undertakings

RB (Health) Malaysia Sdn Bhd	Ordinary	100%	Unit No. 50-8-1, 8th Floor, Wisma Uoa Damansara, 50 Jalan Dungun, Damansara Heights, 50490, Kuala Lumpur, Malaysia
Reckitt Benckiser (India) Private Limited	Ordinary	35.12%	Plot No. 48, Industrial Area, Sector 32, Gurgaon, 122 001, India
Reckitt Benckiser (Lanka) Limited	Ordinary	99.99%	No.25, Shrubbery Garden, Colombo-04, Sri Lanka
Reckitt Benckiser (Latvia) SIA	Ordinary	100%	Strelnieku iela 1A – 2, Riga, LV-1010, Latvia
Reckitt Benckiser (Malaysia) Sdn Bhd	Ordinary	100%	Level 7, Menara Milenium, Jalan Damansara, Pusat Bandar Damansara, Damansara Heights, 50490 Kuala Lumpur, Malaysia
Reckitt Benckiser (Near East) Limited	Ordinary	100%	6 Hangar Street, I.Z. Neve Neeman B Hod Hasharon 45250, P.O. Box 6440., Israel
Reckitt Benckiser (New Zealand) Limited	-	100%	2 Fred Thomas Dr, Takapuna, Auckland 0622, New Zealand
Reckitt Benckiser Pars PJSC	Ordinary	100%	1st Floor, unit 11, no88 Baran Building, Sayed Road, Opposite Mellat Park, Vali-e-Asr Avenue, Tehran, Islamic republic of Iran
Reckitt Benckiser (Poland) S.A.	Ordinary	100%	Ul. Okunin 1, 05-100, Nowy Dwor, Mazowiecki, Poland
Reckitt Benckiser (Portugal) S.A.	Ordinary	100%	R. Dom Cristóvão da Gama 1 – 1º Andar C/D, Edifício Restelo, 1400-113 Lisboa, Portugal
Reckitt Benckiser (Romania) S.R.L.	Partnership / Membership Shares	100%	89-97 Grigore Alexandrescu street, Building A, 5th Floor, Sector 1, Bucharest, Romania
Reckitt Benckiser (RUMEA) Limited – Dubai Branch	-	100%	Office No. 1801 – 1803 – 1804 EMAAR Properrties – Burj Khalifa, P.O. Box: 119481, UAE
Reckitt Benckiser (RUMEA) Limited – JAFZA Branch	-	100%	Behind GAC Complex, Jebel Ali Free Zone, PO Box 61344 Dubai, UAE
Reckitt Benckiser (Singapore) Pte. Limited	Ordinary	100%	12 Marina Boulevard, #19-01 Marina Bay Financial Centre, 018982, Singapore
Reckitt Benckiser (Slovak Republic) Spol s r o	Partnership / Membership Shares	100%	Drienová 3, 82108 Bratislava, Slovakia
Reckitt Benckiser (South America) Holding B.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands
Reckitt Benckiser (Spain) B.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

18. Subsidiary undertakings

Reckitt Benckiser (Switzerland) AG	Ordinary	100%	Richtistrasse 5, 8405 Wallisellen, Switzerland
Reckitt Benckiser (Thailand) Limited	Ordinary	45%	No. 388 Exchange Tower, 14th Floor, Sukhumvit Road, Klongtoey, Bangkok, 10110, Thailand
Reckitt Benckiser (UK) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser (USA) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser AG	Ordinary	100%	Richtistrasse 5, 8304 Wallisellen, Switzerland
Reckitt Benckiser Arabia FZE	Ordinary	100%	Behind GAC Complex, Jebel Ali Free Zone, PO Box 61344 Dubai, UAE
Reckitt Benckiser Argentina S.A.	Ordinary	100%	Bucarelli 2608 PB A, CABA, Buenos Aires, Argentina
Reckitt Benckiser Asia Pacific Limited – Japan Branch	-	100%	3-20-14 Higashi-Gotanda, Shinagawa-Ku, Tokyo 141-0022 Japan
Reckitt Benckiser Austria GmbH	Ordinary	100%	Guglgasse 15, A-1110 Wien (Vienna), Austria
Reckitt Benckiser BY LLC	-	100%	of. 166, 66, K Liebknekhta st., Minsk, 220036, Belarus
Reckitt Benckiser Calgon B.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands
Reckitt Benckiser Chartres SAS	Ordinary	100%	102 rue de Sours 28000 Chartres, France
Reckitt Benckiser Chile S.A.	Ordinary	100%	Avenida Presidente Kennedy, Lateral 5454, Oficina 1602, Vitacura, Región Metropolitana, Chile
Reckitt Benckiser Colombia S.A.	Ordinary	100%	Calle 46 # 5 – 76. Cali, Colombia
Reckitt Benckiser Commercial (Italia) Srl	Quota	100%	Via Spadolini, 7, 20141 Milano, Italy
Reckitt Benckiser d.o.o	Ordinary	100%	Ulica grada Vukovara 269d, 10 000 Zagreb, Hrvatska, Croatia
Reckitt Benckiser Detergents GmbH	Ordinary	100%	Darwinstrasse 2-4, 69115 Heidelberg, Germany
Reckitt Benckiser Deutschland GmbH	Common	100%	Darwinstrasse 2-4, 69115 Heidelberg, Germany
Reckitt Benckiser East Africa Limited	Ordinary	99.99%	Plot Lr No 209/2462, Likoni Road, Nairobi, Kenya, Africa
Reckitt Benckiser Ecuador S.A.	Ordinary	100%	oficina 4C, Av. 12 de Octubre, #26-48 y Oficina 4C, Av. 12 de Octubre, #26-48 y Orellana, Edificio Mirage, Piso 4, Quito, 170525, Ecuador
Reckitt Benckiser Europe General Partnership	Partnership Shares	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

18. Subsidiary undertakings

Reckitt Benckiser Europe General Partnership, Slough (UK), Wallisellen Branch - Swiss Branch	-	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Ev ve Hijyen Ürünleri A.Ş.	-	100%	Orta Mahallesi Demokrasi Caddesi Benckiser Sitesi No:92 Tuzla/Istanbul, Turkey
Reckitt Benckiser Expatriate Services Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Fabric Treatment B.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands
Reckitt Benckiser Finance (2005) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Finance (2007)	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Finance (2010) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Finance (Ireland) Unlimited Company	Ordinary	100%	3rd Floor Kilmore House, Park Lane, Spencer Dock, Dublin 1, Ireland
Reckitt Benckiser Finance Company Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Finish B.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands
Reckitt Benckiser France SAS	Ordinary	100%	38 rue Victor Basch, 91300 Massy, France
Reckitt Benckiser FSIA B.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands
Reckitt Benckiser Global R&D GmbH	Common	100%	Darwinstrasse 2-4, 69115, Heidelberg, Germany
Reckitt Benckiser Health Argentina S.A.	Ordinary	100%	Bucarelli 2609 PB A, Ciudad Autonoma de Buenos Aires, Argentina
Reckitt Benckiser Health Comercial Ltda	Ordinary	100%	Avenida Presidente Juscelino Kubitschek, 1909 cj 24 e 25, Vila Nova Conceição, São Paulo/SP, Brazil
Reckitt Benckiser Health Kenya Limited	Ordinary	100%	14 Riverside Drive, Arlington Building, 3rd Floor, Nairobi, 209/19, Kenya
Reckitt Benckiser Health Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Healthcare (Central & Eastern Europe) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Healthcare (CIS) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Healthcare (Ireland) Limited	Ordinary	100%	3rd Floor Kilmore House, Park Lane, Spencer Dock, Dublin 1, Ireland

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

18. Subsidiary undertakings

Reckitt Benckiser Healthcare (Italia) SpA	Ordinary	100%	Via Spadolini, 7, 20141 Milano, Italy
Reckitt Benckiser Healthcare (MEMA) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Healthcare (Philippines), Inc.	Common/ preference	100%	3rd Floor Mead Johnson Nutrition Inc, 2309 Don Chino Roces Extension, Makati City, Philippines
Reckitt Benckiser Healthcare LLC	-	100%	Shlyuzovaya emb., 4, 115114 Moscow, Russia
Reckitt Benckiser Healthcare (UK) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Healthcare Australia Pty Limited	Ordinary	100%	Level 47, 680 George Street, Sydney NSW 2000, Australia
Reckitt Benckiser Healthcare B.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands
Reckitt Benckiser Healthcare France SAS	Ordinary	100%	38 rue Victor Basch, 91300 Massy, France
Reckitt Benckiser Healthcare India Private Limited	Ordinary	100%	Plot No. 48, Sector 32, Near IITM, Gurgaon, Gurgaon, Haryana, India, 122001
Reckitt Benckiser Healthcare International Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Healthcare Manufacturing (Thailand) Limited	Ordinary/ preference	45%	65 Moo 12 Lardkrabang-Bangplee Road, Bangplee Samutprakarn, Bangkok 10540, Thailand
Reckitt Benckiser Healthcare Portugal Ltda	Ordinary	100%	R. Dom Cristóvão da Gama 1 – 1º Andar C/D, Edifício Restelo, 1400-113 Lisboa, Portugal
Reckitt Benckiser Healthcare S.A.U.	Ordinary	100%	Carrer de Mataró, 28, 08403 Granollers, Barcelona, Spain
Reckitt Benckiser Hellas Chemicals S.A.	Ordinary	100%	7 Taki Kavalieratou Street, 145 64 Kifissia, Greece
Reckitt Benckiser Hellas Hygiene Home A.E.	Ordinary	100%	7 Taki Kavalieratou Street, 145 64 Kifissia, Greece
Reckitt Benckiser Holding (Thailand) Limited	Common/ preference	45%	No. 388 Exchange Tower, 14th Floor, Sukhumvit Road, Klongtoey, Bangkok, 10110, Thailand
Reckitt Benckiser Holding GmbH & Co KG	-	100%	Darwinstrasse 2-4, 69115 Heidelberg, Germany
Reckitt Benckiser Holdings (Channel Islands) Limited	Ordinary	100%	1st and 2nd Floors, Elizabeth House, Les Ruettes Brayes, St Peter Port, Guernsey, GY1 1EW
Reckitt Benckiser Holdings (Channel Islands) Limited – UK Branch	-	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Holdings (Italia) Srl	Quota	100%	Via Spadolini, 7, 20141 Milano, Italy

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

18. Subsidiary undertakings

Reckitt Benckiser Holdings (Luxembourg) Limited	Ordinary/ preference	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Holdings (Overseas) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Holdings (TFFC) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Holdings (USA) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Holdings (USA) Limited – Luxembourg Branch	-	100%	1 Rue de la Poudrerie, L – 3364 Leudelange, Luxembourg
Reckitt Benckiser Home Chemical Products Trading (Shanghai) Co. Limited	Ordinary	100%	C6-8 site, 6F, No.333 Futexi Road, Waigaoqiao Free Trade Zone, Shanghai City, China
Reckitt Benckiser Hong Kong Limited	Ordinary	100%	2206-11, Chubb Tower, Windsor House, 311 Gloucester Road, Causeway Bay, Hong Kong
Reckitt Benckiser HK Limited – Taiwan Branch	-	100%	6F., No.136, Sec. 3, Ren'ai Rd., Da'an Dist., Taipei City 10657, Taiwan, R.O.C.
Reckitt Benckiser Household and Healthcare Ukraine LLC	-	100%	28A Stepana Bandery, Bld.G, Office 80, 04073, Ukraine
Reckitt Benckiser Household Products (China) Company Limited	-	100%	No.34 Beijing East Road, Jingzhou City, Hubei Province, China
Reckitt Benckiser Hygiene Home Brands B.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands
Reckitt Benckiser Hygiene Home Egypt Limited	Ordinary	100%	Building A1, Second Floor, Plot #A14b01, Cairo Festival City, First District, Fifth Settlement, New Cairo, Egypt
Reckitt Benckiser Hygiene Home Ukraine LLC	-	100%	28A Moskovskiy Prospect, Bld.G, Office 80, 04073, Kiev, Ukraine
Reckitt Benckiser Investments (No. 1) S.à.r.l.	Ordinary	100%	1 Rue de la Poudrerie, L – 3364 Leudelange, Luxembourg
Reckitt Benckiser Investments (No. 2) S.à.r.l.	Ordinary	100%	1 Rue de la Poudrerie, L – 3364 Leudelange, Luxembourg
Reckitt Benckiser Investments (No. 4) S.à.r.l.	Ordinary	100%	1 Rue de la Poudrerie, L – 3364 Leudelange, Luxembourg
Reckitt Benckiser Investments (No. 5) S.à.r.l.	Ordinary	100%	1 Rue de la Poudrerie, L – 3364 Leudelange, Luxembourg
Reckitt Benckiser Investments (No. 6) S.à.r.l.	Ordinary	100%	1 Rue de la Poudrerie, L – 3364 Leudelange, Luxembourg
Reckitt Benckiser Investments (No. 7) S.à.r.l.	Ordinary	100%	1 Rue de la Poudrerie, L – 3364 Leudelange, Luxembourg
Reckitt Benckiser Investments (No. 8) S.à.r.l.	Ordinary	100%	1 Rue de la Poudrerie, L – 3364 Leudelange, Luxembourg

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

18. Subsidiary undertakings

Reckitt Benckiser IP LLC	-	100%	14 Kozhevnikeskaya Str, 115114 Moscow, Russia
Reckitt Benckiser Ireland Limited	Ordinary	100%	3rd Floor Kilmore House, Park Lane, Spencer Dock, Dublin 1, Ireland
Reckitt Benckiser Italia SpA	Ordinary	100%	Via Spadolini, 7, 20141 Milano, Italy
Reckitt Benckiser Japan Ltd	Ordinary	100%	3-20-14 Higashi-Gotanda, Shinagawa-ku, Tokyo, 141-0022, Japan
Reckitt Benckiser Jersey (No.1) Limited	Ordinary	100%	ICF 5, St. Helier, Jersey JE1 1ST
Reckitt Benckiser Jersey (No.1) Limited – UK Branch	-	100%	103-105 Bath Road, Slough, Berkshire, SL1 3UH
Reckitt Benckiser Jersey (No.2) Limited	Ordinary	100%	ICF 5, St. Helier, Jersey JE1 1ST
Reckitt Benckiser Jersey (No.2) Limited – UK Branch	-	100%	103-105 Bath Road, Slough, Berkshire, SL1 3UH
Reckitt Benckiser Jersey (No.3) Limited	Ordinary	100%	ICF 5, St. Helier, Jersey JE1 1ST
Reckitt Benckiser Jersey (No.3) Limited – UK Branch	-	100%	103-105 Bath Road, Slough, Berkshire, SL1 3UH
Reckitt Benckiser Jersey (No.5) Limited	Ordinary	100%	ICF 5, St. Helier, Jersey JE1 1ST
Reckitt Benckiser Jersey (No.5) Limited – UK Branch	-	100%	103-105 Bath Road, Slough, Berkshire, SL1 3UH
Reckitt Benckiser Jersey (No.7) Limited	Ordinary, Class A, C & D	100%	ICF 5, St. Helier, Jersey JE1 1ST
Reckitt Benckiser Kazakhstan LLC	Ordinary	100%	Office 302, Building 15a, Koktem-1, Micro District, Almaty City, Kazakhstan
Reckitt Benckiser Kereskedelmi Kft	Partnership / Membership Shares	100%	1113 Budapest, Bocskai út 134-146, Budapest, Hungary
Reckitt Benckiser Laundry Detergents (No. 1) B.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands
Reckitt Benckiser Laundry Detergents (No. 2) B.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands
Reckitt Benckiser Lime-A-Way B.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands
Reckitt Benckiser LLC	Membership Shares	100%	251 Little Falls Drive, Wilmington DE 19808, USA
Reckitt Benckiser LLC	-	100%	52/1, Kosmodamianskaya emb, 115054, Moscow, Russian Federation
Reckitt Benckiser Luxembourg (2010) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Luxembourg (No. 1) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Luxembourg (No. 2) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

18. Subsidiary undertakings

Reckitt Benckiser Luxembourg (No. 3) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Luxembourg (No. 4) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Management Services Unlimited Company	Ordinary Class A, B, C, D, E, F G, H, I, K, J	100%	3rd Floor Kilmore House, Park Lane, Spencer Dock Dublin 1, Ireland
Reckitt Benckiser Marc B.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands Av. Ejército Nacional Mexicano No. 769, Corporativo Miyana Torre B, piso 6, Alcaldía Miguel Hidalgo, Colonia Granada, CP 11520, Mexico
Reckitt Benckiser Mexico, S.A. de C.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands
Reckitt Benckiser N.V.	Ordinary	100%	1 Rue de la Poudrerie, L – 3364 Leudelange, Luxembourg
Reckitt Benckiser N.V. – Luxembourg Branch	-	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands
Reckitt Benckiser Oven Cleaners B.V.	Ordinary	100%	Avenida República de Panamá No. 2557 Int. 202, La Victoria. Lima, Perú
Reckitt Benckiser Peru S.A.	Ordinary	100%	8 Jet Park Road, Elandsfontein 1406, South Africa
Reckitt Benckiser Pharmaceuticals (Proprietary) Limited	Ordinary	100%	Estrada Malhada dos Carrascos nr12, 2135-061, Samora Correia, Portugal
Reckitt Benckiser Porto Alto Lda	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands
Reckitt Benckiser Power Cleaners B.V.	Ordinary	100%	Ul. Okunin 1, 05-100 Nowy Dwór Mazowiecki, Poland
Reckitt Benckiser Production (Poland) Sp. z o.o.	Ordinary	100%	1 Rue de la Poudrerie, L – 3364 Leudelange, Luxembourg
Reckitt Benckiser S.à.r.l.	Ordinary	100%	F73 & 74, SIPCOT Industrial Park, Irungattukottai, Sriperumbudur TK, Kancheepuram Distt. – 602 117, Tamilnadu, India
Reckitt Benckiser Scholl India Private Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Service Bureau Limited	Ordinary	29.38%	LR.NO.1870/1/569, 2nd Floor, Apollo Centre, Ring Road Westlands, Kenya
Reckitt Benckiser Services (Kenya) Limited	Ordinary	100%	

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

18. Subsidiary undertakings

Reckitt Benckiser Services S.A. de C.V.	Ordinary	100%	Circuito Dr Gustavo Baz, 7 No 7, Fracc Industrial El Pedregal, Atizapan de Zaragoza, Edomex, Mexico
Reckitt Benckiser South Africa Health Holdings (Pty) Limited	Ordinary	100%	8 Jet Park Road, Gauteng, Elandsfontein, 1406, South Africa
Reckitt Benckiser SouthAfrica Proprietary Limited	Ordinary	100%	8 Jet Park Road, Gauteng, Elandsfontein, 1406, South Africa
Reckitt Benckiser Tatabanya Kft	Ordinary	100%	134-146 ut Bocksai, 1113 Budapest, Hungary
Reckitt Benckiser Temizlik Malzemesi San. ve Tic. A.S.	-	100%	Dikilitaş Mah. Hakkı Yeten Cad., Selenium Plaza 10 C Fulya, İstanbul, 34349, Turkey
Reckitt Benckiser Tiret B.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands
Reckitt Benckiser Treasury (2007) Limited	Ordinary/ preference	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser USA (2010) LLC	Membership Shares	100%	251 Little Falls Drive, Wilmington DE 19808, USA
Reckitt Benckiser USA (2010) LLC – UK Branch	-	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser USA (2012) LLC	Membership Shares	100%	251 Little Falls Drive, Wilmington DE 19808, USA
Reckitt Benckiser USA (2013) LLC	Membership Shares	100%	251 Little Falls Drive, Wilmington DE 19808, USA
Reckitt Benckiser USA (2013) LLC – UK Branch	-	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser USA Finance (No.1) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser USA Finance (No.2) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser USA Finance (No.3) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Reckitt Benckiser Vanish B.V.	Ordinary	100%	Siriusdreef 14, 2132 WT Hoofddorp, The Netherlands
Reckitt Benckiser Venezuela S.A.	Ordinary	100%	Avenida Mara con Calle San José, Centro Comercial Macaracuay Plaza, Nivel C3, Locales 5 y 12. Urb. Colinas de la California. Caracas, Venezuela
Reckitt Colman Chiswick (OTC) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

18. Subsidiary undertakings

Reckitt Piramal Private Limited	Ordinary	100%	Unit No. 54, 5th Floor, Kalpataru Square Andheri-Kurla Road, Andheri (East) Mumbai, Maharashtra, 400059, India
Reigate Square Holdings S.à.r.l.	Ordinary	100%	1 Rue de la Poudrerie, L – 3364 Leudelange, Luxembourg
Relcamp Aie (in liquidation)	Ordinary	100%	Carrer de Fray Pau Carbó, 24, 08403, Granollers, Barcelona, Spain
Rivalmuster (Dissolved on 29 March 2021)	Ordinary	100%	1020 Eskdale Road, Winnersh, Wokingham, RG41 5TS, United Kingdom
Scholl (Investments) Limited (Dissolved on 29 March 2021)	Ordinary	100%	1020 Eskdale Road, Winnersh, Wokingham, RG41 5TS, United Kingdom
Reckitt Sonet (UK) Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Scholl Consumer Products Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Scholl Latin America Limited (in liquidation)	Ordinary	100%	c/o 103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Scholl Limited	Ordinary/ preference	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Servicios Nutricionales Mead Johnson, S. de R.L. de C.V.	Ordinary	100%	Av. Ejército Nacional Mexicano No. 769, Corporativo Miyana Torre B, piso 6, Alcaldía Miguel Hidalgo, Colonia Granada, CP 11520, Mexico
Sonet Group Limited (Dissolved on 29 March 2021)	Ordinary	100%	1020 Eskdale Road, Winnersh, Wokingham, RG41 5TS, United Kingdom
Sonet Healthcare Limited (Dissolved on 29 March 2021)	Ordinary	100%	1020 Eskdale Road, Winnersh, Wokingham, RG41 5TS, United Kingdom
Sonet Investments Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Sonet Prebbles Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Sonet Scholl Healthcare International Limited (Dissolved on 29 March 2021)	Ordinary	100%	1020 Eskdale Road, Winnersh, Wokingham, RG41 5TS, United Kingdom
Sonet Scholl Healthcare Limited (Dissolved on 29 March 2021)	Ordinary	100%	1020 Eskdale Road, Winnersh, Wokingham, RG41 5TS, United Kingdom
Sonet Overseas Investments Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Sonet Scholl UK Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Sphinx Holding Company, Inc.	Common/ Preference	38%	2309 Don Chino Roces Avenue, Makati City, PH 1321, Philippines
SSL (C C Manufacturing) Limited (Dissolved on 29 March 2021)	Ordinary	100%	1020 Eskdale Road, Winnersh, Wokingham, RG41 5TS, United Kingdom
SSL (C C Services) Limited (Dissolved on 29 March 2021)	Ordinary/ preference	100%	1020 Eskdale Road, Winnersh, Wokingham, RG41 5TS, United Kingdom
SSL (MG) Polymers Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom

Reckitt Benckiser Limited (formerly Reckitt Benckiser plc)

Notes to the Financial Statements For the Year Ended 31 December 2020

18. Subsidiary undertakings

SSL (MG) Products Limited (Dissolved on 29 March 2021)	Ordinary	100%	1020 Eskdale Road, Winnersh, Wokingham, RG41 5TS, United Kingdom
SSL (RB) Products Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
SSL (SD) International Limited (Dissolved on 29 March 2021)	Ordinary	100%	1020 Eskdale Road, Winnersh, Wokingham, RG41 5TS, United Kingdom
SSL Australia Pty Ltd	Cumulative redeemable preference / Ordinary	100%	Level 47, 680 George Street, Sydney NSW 2000, Australia
SSL Healthcare (Shanghai) Ltd	Ordinary	100%	Room 1605, No.660 Shangcheng Road, Pudong District, Shanghai City, China
SSL Healthcare Ireland Limited	Ordinary	100%	3rd Floor Kilmore House, Park Lane, Spencer Dock, Dublin 1, Ireland
SSL Healthcare Manufacturing S.A.U.	Ordinary	100%	Av. Can Fatjó, 151, 08191 Rubí, Barcelona, Spain
SSL Healthcare Sverige AB	Ordinary	100%	Box 190, 101 23 Stockholm, Sweden
SSL International plc	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
SSL Manufacturing (Thailand) Ltd	A / B	45%	Wellgrow Industrial Estate, 100 Moo 5, Bagna Trad Rd Km 36 Bangaamak, Bangpakong, Chachoengsao, Bangkok 24180, Thailand
SSL New Zealand Limited	-	100%	2 Fred Thomas Dr, Takapuna, Auckland 0622, New Zealand
SSL Products Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Suffolk Finance Company Limited	Ordinary/ preference	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Tai He Tai Lai Culture Communication Co Ltd	Ordinary	100%	Unit b02-b04, Room 401, Unit 2, Building 9, Dongdaqiao Road, Chaoyang District, Beijing, China
The Representative Office of Reckitt Benckiser (Thailand) Ltd in Ho Chi Minh City	Ordinary	-	388 Exchange Tower, 14th Fl., Sukhumvit Rd., Klongtoey, Bangkok, 10110, Thailand
Tubifoam Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Ultra Chemical Limited (Dissolved on 29 March 2021)	Ordinary	100%	1020 Eskdale Road, Winnersh, Wokingham, RG41 5TS, United Kingdom
Ultra Laboratories Limited (Dissolved on 29 March 2021)	Ordinary	100%	1020 Eskdale Road, Winnersh, Wokingham, RG41 5TS, United Kingdom
UpSpring LLC	Ordinary	100%	Capitol Service Inc., 1675 South State Street, Suite B, Dover, Delaware 19901, United States
W.Woodward, Limited	Ordinary	100%	103-105 Bath Road, Slough, SL1 3UH, United Kingdom
Winchester Square Holdings S.à.r.l.	Ordinary	100%	1 Rue de la Poudrerie, L – 3364 Leudelange, Luxembourg