HALEON

committed to delivering **attractive and sustainable growth,** maximising shareholder value

Tobias Hestler

28 February 2022

DISCLAIMER

NOT FOR RELEASE, PUBLICATION, DISTRIBUTION OR FORWARDING, IN WHOLE OR IN PART, DIRECTLY OR INDIRECTLY, IN OR INTO ANY JURISDICTION IN WHICH THE SAME WOULD BE UNLAWFUL. BY ATTENDING THE MEETING WHERE THIS PRESENTATION IS MADE, OR BY READING THE PRESENTATION SLIDES, YOU ACKNOWLEDGE AND AGREE TO COMPLY WITH THE FOLLOWING RESTRICTIONS.

This presentation (the "**Presentation**") has been prepared and issued by and is the sole responsibility of GlaxoSmithKline plc (the "**Company**" or “**GSK**”). The Presentation has been prepared, and access to it has been granted to you, solely for your information in connection with the proposed demerger by GSK of its consumer healthcare business ("**Consumer Healthcare**"). For the purposes of this notice, "Presentation" means this document, its contents or any part of it, any oral presentation, any question and answer session and any written or oral material discussed or distributed during the Presentation meeting.

The Presentation and the information contained herein must not be recorded, taken away, disclosed, copied, distributed, reproduced, transmitted or passed on, directly or indirectly, in whole or in part, to any other person or published in whole or in part, for any purpose or under any circumstances, without the prior written consent of the Company, Citigroup Global Markets Limited ("**Citi**"), Goldman Sachs International ("**Goldman Sachs**") and Merrill Lynch International ("**BofA Securities**" and, together with Citi and Goldman Sachs, the "**Banks**").

No person is authorised to give any information or to make any representation not contained in and not consistent with the Presentation and, if given or made, such information or representation must not be relied upon as having been authorised by, or on behalf of, the Company or the Banks. The information set out in this Presentation does not constitute or form part of, and should not be construed as, any recommendation for the taking of any action, the acquisition of any asset or any securities.

This Presentation does not constitute or form part of any offer or invitation to purchase, acquire, subscribe for, sell, dispose of or issue, or any solicitation of any offer to purchase, acquire, subscribe for, sell or dispose of, any security, including shares of GSK, shares of the new holding company of Consumer Healthcare ("**Haleon**") or any other securities of GSK, CH or their respective subsidiaries.

If any such securities are offered or sold in the future, they will not be offered or sold in the United States absent registration under the US Securities Act of 1933, as amended (the "**Securities Act**"), or an applicable exemption from the registration requirements of the Securities Act.

This Presentation is directed only at persons: (a) in member states of the European Economic Area who are "qualified investors" within the meaning of Article 2(e) of Regulation (EU) 2017/1129; (b) in the United Kingdom who (i) have professional experience in matters relating to investments who fall within the definition of "investment professionals" in Article 19(5) of the Financial Services and Markets Act 2000 (Financial Promotion) Order 2005 (the "**Order**") or fall within Article 49(2)(a) to (d) of the Order; and (ii) are "qualified investors" within the meaning of Article 2(e) of the UK version of the Regulation (EU) 2017/1129 as it forms part of retained EU law as defined in and by virtue of the European Union (Withdrawal) Act 2018; and (c) to whom they may otherwise lawfully be communicated (all such persons in (a), (b), and (c) together being referred to as "**Relevant Persons**"). It is a condition of your receiving the Presentation that you are a Relevant Person.

No representation, warranty or undertaking, express or implied, is or will be made or given and no responsibility or liability is or will be accepted by the Company or any of the Banks or any of their respective affiliates or any of their respective representatives in relation to the truth, adequacy, accuracy, completeness or reasonableness of the information and opinions contained in, or the use of, the Presentation (or whether any information has been omitted from the Presentation), or as to any such information or opinions remaining unchanged after the Presentation is issued (and no-one is authorised to do so on behalf of any of them).

The Company, each of the Banks and their respective affiliates and representatives disclaim, to the maximum extent permitted by law, any responsibility or liability, whether express or implied, arising in tort, contract or otherwise, for the Presentation and any information and opinions contained therein, or any errors, omissions or misstatements contained in the Presentation.

DISCLAIMER cont.

Except where otherwise indicated in the Presentation, the information provided herein is based on matters as they exist as of the date of preparation of the Presentation and not as of any future date. All information presented or contained in the Presentation is subject to verification, correction, completion and change without notice. None of the Company or any of the Banks or any of their respective affiliates or any of their respective representatives undertakes any obligation to amend, correct, keep current or update the Presentation or to provide the recipient with access to any additional information that may arise in connection with it. The Presentation does not constitute an audit or due diligence review and should not be construed as such. No reliance may be placed for any purposes whatsoever on the information contained in the Presentation or on its truth, adequacy, accuracy, completeness or reasonableness.

In addition, the Presentation contains certain statements that are, or may be deemed to be, “forward-looking statements” with respect to current expectations and projections about future events, strategic initiatives and future financial condition and performance relating to Consumer Healthcare and/or GSK. These statements sometimes use words such as "expects", "anticipates", "believes", "targets", "plans", "intends", "projects", "indicates", "may", "will", "should" and words of similar meaning (or the negative thereof). These forward-looking statements include all matters that are not historical facts. These include, but are not limited to, statements relating to future actions, prospective products or product approvals, future performance or results of current and anticipated products, sales efforts, expenses, the outcome of contingencies such as legal proceedings, dividend payments and financial results.

They appear in a number of places in the Presentation. Any forward-looking statements made by or on behalf of the Company speak only as of the date they are made and are based upon the knowledge and information available to the Directors on the date of this Presentation. These statements and views may be based on a number of assumptions and, by their nature, involve unknown risks, uncertainties and other factors because they relate to events and depend on circumstances that may or may not occur in the future and/or are beyond the Company’s control or precise estimate. Such factors include, but are not limited to, those discussed under ‘Principal risks and uncertainties’ on pages 261 to 275 of GSK’s Annual Report for 2020 and any impacts of the COVID-19 pandemic.

Such forward-looking statements are not guarantees of future performances and no assurance can be given that any future events will occur, that projections will be achieved or that the Company’s assumptions will prove to be correct. Actual results may differ materially from those projected, and (other than in accordance with its legal or regulatory obligations (including under the Market Abuse Regulations, the UK Listing Rules and the Disclosure and Transparency Rules of the Financial Conduct Authority (“**FCA**”)), the Company does not undertake to revise any such forward-looking statements to reflect new information, future events or circumstances or otherwise. You should, however, consult any additional disclosures that the Company may make in any documents which it publishes and/or files with the SEC and take note of these disclosures, wherever you are located. These forward-looking statements speak only as of the date of the relevant document. Undue reliance should not be placed on these forward-looking statements. Except as required by applicable law or regulation, each of the Company and the Banks expressly disclaims any obligation or undertaking to release any updates or revisions to these forward-looking statements.

No statement in the Presentation is or is intended to be a profit forecast or profit estimate.

Certain figures contained in this Presentation, including financial information, have been subject to rounding adjustments. Accordingly, in certain instances, the sum or percentage change of the numbers contained in this Presentation may not conform exactly with the total figure given.

Certain financial information contained herein has not been audited, comforted, confirmed or otherwise covered by a report by independent accountants. When and if audited financial information is published or becomes available, the data could vary from the data set forth herein. In addition, past performance cannot be relied on as a guide to future performance.

All outlooks, targets, ambitions and expectations regarding future performance and the dividend, as well as the medium term outlooks and 2022 considerations, should be read together with this disclaimer and the Appendix at the end of this Presentation.

DISCLAIMER cont.

Unless otherwise stated, statements of market position are on the basis of sales to consumers in the relevant geographic market or product category in 2020, as reported by: (i) in the case of statements relating to OTC/VMS, Nicholas Hall's DB6 Consumer Healthcare Database at manufacturer's selling prices; and (ii) in the case of statements relating to Oral Health, Euromonitor Passport at manufacturer's selling prices. The value of a geographic market or product category and market size are provided on the basis of sales to consumers in 2020 in the relevant market or product category, as reported by: (i) in the case of statements relating to OTC/VMS, Nicholas Hall's DB6 Consumer Healthcare Database at manufacturer's selling prices; and (ii) in the case of statements relating to Oral Health, Euromonitor Passport at manufacturer's selling prices.

The Company confirms that all third-party data contained in this Presentation has been accurately reproduced and, so far as the Company is aware and able to ascertain from information published by that third party, no facts have been omitted that would render the reproduced information inaccurate or misleading.

Where third-party information has been used in this Presentation, the source of such information has been identified.

While industry surveys, publications, consultant surveys and forecasts generally state that the information contained therein has been obtained from sources believed to be reliable, the accuracy and completeness of such information is not guaranteed. The Company has not independently verified any of the data obtained from third-party sources (whether identified in this Presentation by source or used as a basis for the Directors' beliefs and estimates), or any of the assumptions underlying such data. Similarly, internal surveys, industry forecasts and market research, which the Company believes to be reliable, have not been independently verified.

This Presentation includes trademarks, trade names and trade dress of other companies. Use or display by us of other parties' trademarks, trade names or trade dress or products is not intended to and does not imply a relationship with, or endorsement or sponsorship of us by, the trademark, trade name or trade dress owners. Solely for the convenience of investors, in some cases we refer to our brands in this Presentation without the ® symbol, but these references are not intended to indicate in any way that we will not assert our rights to these brands to the fullest extent permitted by law.

Any product claims which appear in this Presentation are only intended for audiences in the territories for which they were created. Product descriptions and product claims which appear in this Presentation may not be available or applicable in other territories. The Company makes no representation that such material is appropriate for use outside of the original intended territory and nothing in this Presentation should be construed as providing any kind of medical advice or recommendation, and should not be relied on as the basis for any decision or action.

Each of the Banks is authorised by the Prudential Regulation Authority ("**PRA**") and regulated in the United Kingdom by the PRA and the FCA. Each of the Banks will not regard any other person (whether or not a recipient of the Presentation) as a client and will not be responsible to anyone other than GSK and Haleon for providing the protections afforded to its clients or for giving advice in relation to any transaction, arrangement or other matter referred to in the Presentation.

A number of Adjusted measures are used to report the performance of our business, which are non-IFRS measures. Adjusted results, CER and other non-IFRS measures may be considered in addition to, but not as a substitute for or superior to, information presented in accordance with IFRS. These measures are defined and set out in the "Glossary" slide at the end of this presentation. Reconciliations to the nearest IFRS measure are included in the Appendix and will be provided as part of the Haleon prospectus.

HALEON

Strongly positioned for growth:

- ✓ portfolio reshaped
- ✓ optimised operating model, lean cost base, capabilities improved
- ✓ delivering momentum while investing for growth

Strong financial performance and sustainable model:

- strong medium term outlook: organic annual sales growth of 4-6%[1] per annum
- sustainable moderate operating margin[2] expansion
- strong cash generation[3] and conversion

Disciplined capital allocation prioritising:

- continued reinvestment for growth
- initial dividend expected to be at the lower end of the 30-50% payout range[4]
- deleveraging to <3x net debt/EBITDA[5] by end of 2024

[1] Organic annual sales growth (see appendix for definition), in the medium term
[2] Adjusted operating margin, in the medium term at CER
[3] Free cash flow conversion (see appendix)
[4] 30-50% of profit attributable to shareholders, subject to Haleon Board approval
[5] Adjusted EBITDA

Portfolio reshaped, well positioned for growth

		2015		2021
Increase Contribution From Higher Growth Power Brands	% revenue from Power Brands	44%	→	58%
Exit Lower Growth Brands	Divested revenues[1]	£1bn since 2019[1]		90% divested brands had negative growth[2]
Higher Growth Categories	% of revenue in VMS	1%	→	16%
Greater Presence in Key Geographies	% of revenue in China	4%	→	8%
	Position in the US	#4[3]		#1[4]
Increased Presence in High Growth Channels	% of digital revenue	<1%	→	8%

Note: 2021 revenue figures reflect Haleon portfolio revenue; 2015 revenue figures reflect reported revenue.
[1] See appendix page for sales of brands divested. £1bn =~£0.5bn Horlicks (not in the Pfizer GSK JV), plus ~£0.5bn from approx. 50 other brands divested
[2] >90% of other divested brand sales excluding Horlicks had negative growth based on compound CER growth over 2 years prior to divestment for brands divested in 2019 and 3 years for brands divested in 2020 or 2021.
[3] N. Hall (2015) VMS and OTC only
[4] N. Hall (2020) VMS and OTC only

HALEON

Optimised operating model, lean cost base and capabilities improved

Footprint Optimisation

41 → 24
2015[1] → 2021
Manufacturing sites

>200 → c.90
2015[1] → 2021
Warehouse and distribution centres

9 → 4
2015[1] → 2021
R&D sites

A&P Optimisation

2x
Digital media spend[2]

c.50%
% of total[3]

185%
ROI on data-driven media spend[4]

>200 → 56
2019 → 2021[6]
Agencies[5]

Operating model and capabilities

Localisation of R&D

c.800
Realigned roles[7]

68%
% of local project US[8]

"Fewer, Bigger, Better" initiative

+25%
Avg. innovation project value[9]

Specialised tools for enhanced execution

Shopper Science labs
'Perfect' store
TRAX image recognition

Delivering +325 bps in operating margin[10] improvement while increasing A&P[11]

HALEON

[1] Includes GSK, Pfizer and Novartis
[2] Increase in total digital media spend 2019-2021
[3] Digital media spend in % of total media spend 2021
[4] ROI at sales value from media spend on 1st and 2nd party data in 2021
[5] Number of Creative, Production & Media Agencies,
[6] Consolidation ongoing, expected to be completed by end 2022
[7] Number of R&D and category roles shifted or re-aligned to local markets for 2022
[8] Percentage of US innovation projects managed locally in the US for 2022
[9] Increase in average innovation project value in Oral Health in 2021
[10] Adjusted operating margin 2019-2021
[11] Increase in A&P investment excluding synergies, divestments and FX movements

Delivering momentum while investing for growth

Revenue[2] CAGR 4.4% (CER) despite net COVID headwind
Healthy balance of price and volume

Strong focus on COGS offsetting inflation
Leading gross margin vs. peers

Strong synergy delivery of c.£500m
Adjusted operating margin **increased by 3.3%**

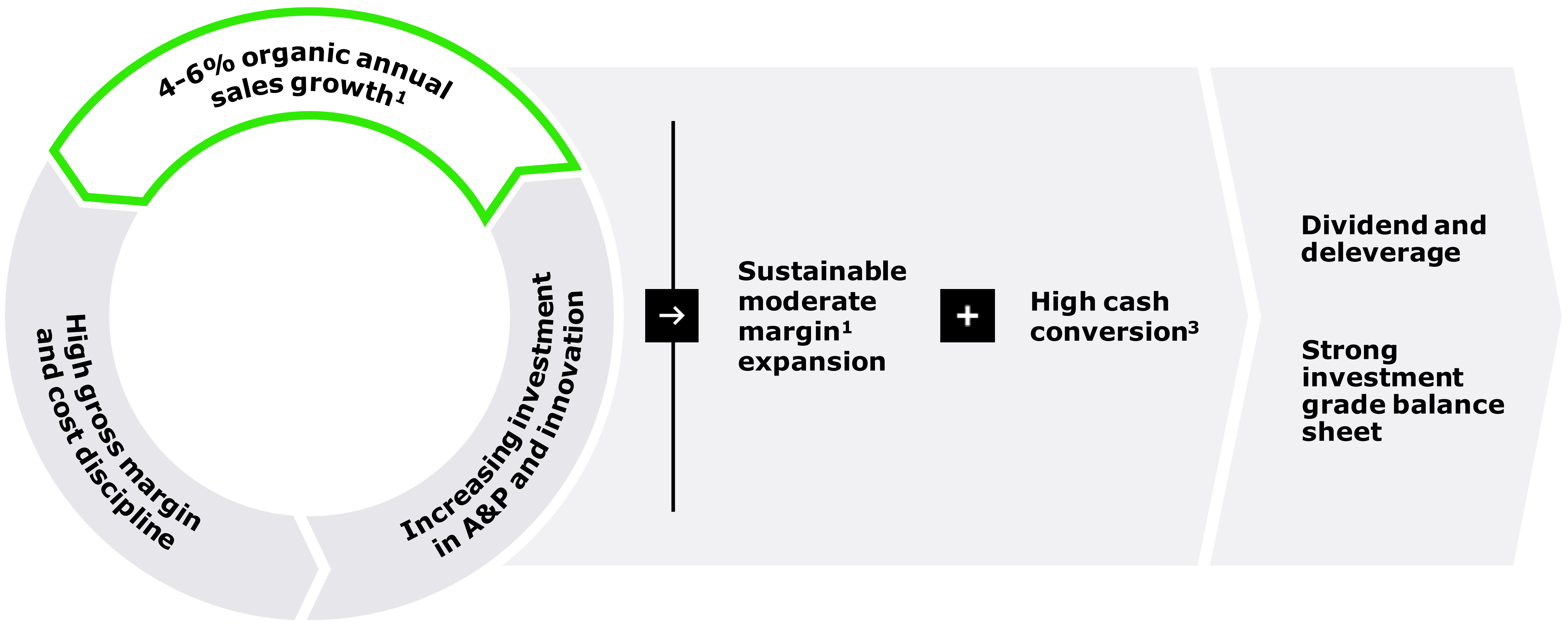
Strong cash generation

£ million	2019[1] Actual	2020 Actual	2021 Unaudited
Revenue	**8,480**	**9,892**	**9,545**
Haleon portfolio growth[2]		4.9%	3.9%
Adjusted gross profit	**5,273**	**6,173**	**6,002**
Adjusted gross margin	62.2%	62.4%	62.9%
Adjusted EBITDA	**1,884**	**2,351**	**2,413**
Adjusted operating profit	**1,654**	**2,074**	**2,172**
Adjusted op. margin	19.5%	21.0%	22.8%
Free cash flow	**681**	**1,988**	**1,173**
Underlying free cash flow[3]	**784**	**1,558**	**1,412**

HALEON

Note: Reflects Haleon basis of preparation of financial statements, as opposed to GSK plc basis of preparation of CH as a segment. See appendix
[1] Note 2019 results as reported include 5 months of the Pfizer consumer business within the perimeter
[2] Haleon portfolio revenue growth. See glossary. 12 months of Pfizer brand revenues included in 2019, 2020 and 2021. Divested brand revenues excluded from 2019, 2020 and 2021.
[3] Free cash flow excluding separation, admissions and restructuring costs and net income from disposals

Sustainable model driving investment for growth and attractive returns

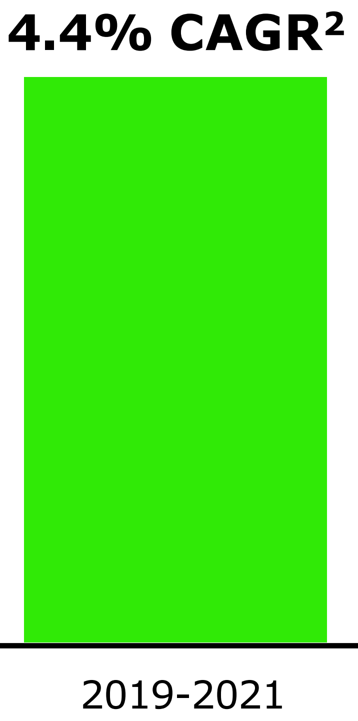


HALEON

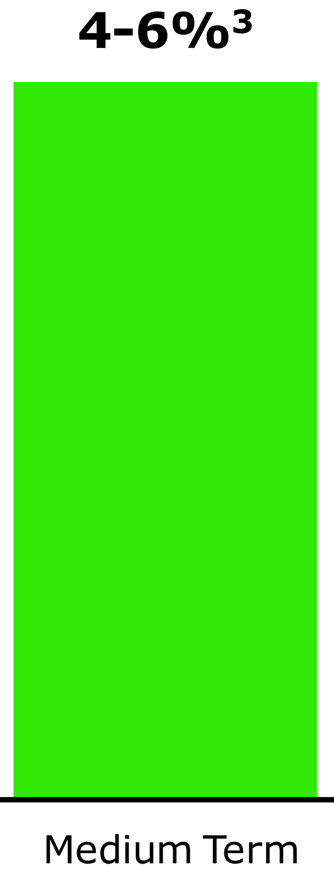
[1] Organic annual sales growth (see appendix for definition), in the medium term
[2] Adjusted operating margin, in the medium term at CER
[3] Free cash flow conversion (see appendix)

Focused plan to deliver 4-6% organic annual sales growth

- **Market growth at c.2%** with the pandemic impact[1]
- **Portfolio and geographic footprint** reshaped and well positioned for growth
- **Competitive capabilities**
- **Optimised and agile operating model**
- **Integration** and **separation** preparation



- **Growth categories** and **geographies** driving increasing contribution
- **Strategic building blocks:** Increased penetration and channel/geography/portfolio expansion
- **A&P and R&D investment** ahead of sales growth
- **Focused and strong execution**



[1] Company analysis based on external data (Nielsen, IRI, IQVIA and N. Hall), 2019 - Nov YTD 2021
[2] Haleon portfolio revenue growth. See glossary. 12 months of Pfizer brand revenues included in 2019, 2020 and 2021. Divested brand revenues excluded from 2019, 2020 and 2021.
[3] Organic annual sales growth (see appendix for definition), in the medium term

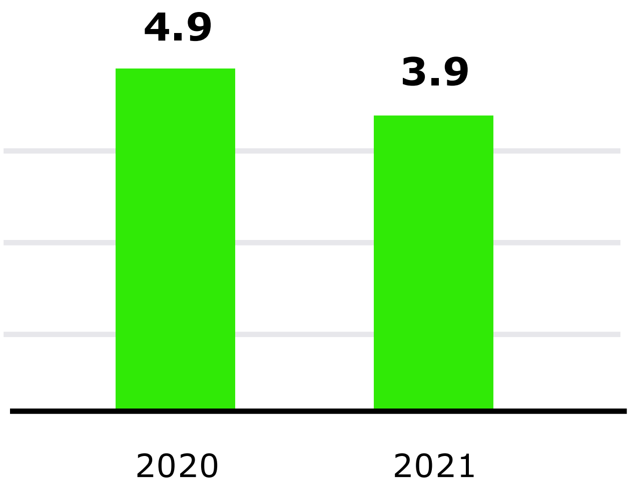
HALEON

Top line – outperforming the market growing by 4.4% CAGR

Growth in digital revenue	+0.4bn
Disciplined and increasing A&P investment	↑ +0.2bn[1]
Healthy balance of price and volume	+2.2% price[2] +1.8% volume[2]

Haleon portfolio revenue growth (%)[3]

4.4% CAGR[3,4]



Market growth c.2% CAGR[4]

[1] Increase in A&P investment excluding synergies, divestments and FX movements
[2] 2021 vs 2020, based on Haleon revenue
[3] Haleon portfolio revenue growth. See glossary. 12 months of Pfizer brand revenues included in 2019, 2020 and 2021. Divested brand revenues excluded from 2019, 2020 and 2021.
[4] Company analysis based on external data (Nielsen, IRI, IQVIA and N. Hall), 2019 - Nov YTD 2021

HALEON

Outperformance in high growth categories drives momentum

	2021 revenue	2019-2021 Haleon portfolio revenue growth[1]	2019-2021 COVID impact on total revenue growth[1]	Performance vs. market[4]
Oral Health	£2.7bn	5.2%	~	↑
VMS	£1.5bn	11.5%	+ c.60bps *Tailwind*	↑
Pain Relief	£2.2bn	6.3%	~	↑
Respiratory Health	£1.1bn	(3.7)%	– c.110bps *Headwind*	→
Digestive Health & Other[3]	£2.0bn	1.8%	~	↓
Total	**£9.5bn**	**4.4%**	**- c.50bps *Headwind***	**c.2x[2,4]**

HALEON

[1] Haleon portfolio revenue growth. See glossary. 12 months of Pfizer brand revenues included in 2019, 2020 and 2021. Divested brand revenues excluded from 2019, 2020 and 2021.
[2] Market grew c.1% in 2020 and c.3% Nov YTD 2021
[3] 'Other' includes other locally important brands skin health and smokers' health.
[4] Company analysis based on external data (Nielsen, IRI, IQVIA and N. Hall)

Regional performance in high growth geographies drives momentum

	2021 revenue	2019-2021 Haleon portfolio revenue growth[1]	2019-2021 COVID impact on region revenue growth[1]
North America	£3.5bn	3.0%	(1%)
APAC	£2.1bn	8.2%	+1%
EMEA & LATAM	£3.9bn	3.9%	(1%)
Total	£9.5bn	4.4%	-

Emerging markets

2021 revenue	**£3.0bn**
2019 – 2021 CAGR[1]	**9.8%**

Developed markets

2021 revenue	**£6.5bn**
2019 – 2021 CAGR[1]	**2.1%**

HALEON

[1] Haleon portfolio revenue growth. See glossary. 12 months of Pfizer brand revenues included in 2019, 2020 and 2021. Divested brand revenues excluded from 2019, 2020 and 2021

Growth opportunities across all categories

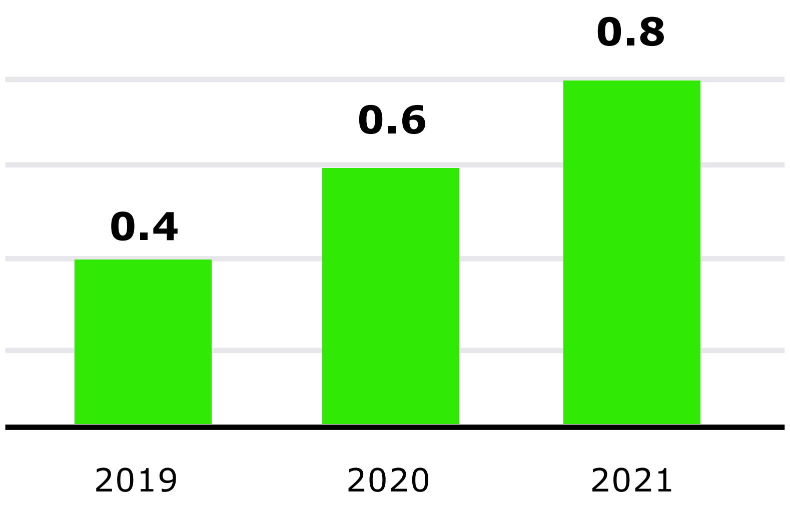
Oral health		Penetration, premiumisation and HCP engagement Continued innovation Parodontax geographic expansion	2011-21 CAGR[1]: >10%
VMS		Penetration and momentum (US and China) Centrum Brand innovation Refocus on Centrum & local strategic brands (EMEA & LatAm)	#1 Global VMS Brand[2] Local growth engines
OTC	Pain Relief	Increased penetration Portfolio expansion (naturals) and Rx-to-OTC switches	Extending leadership position
	Respiratory	Market recovery in Cold & Flu Otrivin penetration (maintenance and prevention) Theraflu innovation	Strong Q4 recovery
	Digestive Health & Other	Increase innovation and penetration Market and brand recovery Rx-to-OTC switches	Leading local brands

[1] GSK Consumer Healthcare segment revenue growth, Sensodyne. 2011-2021
[2] Source: N. Hall (2020)

Growing exposure to high growth digital channel

E-commerce – a growing channel

Global e-commerce sales (£bn)

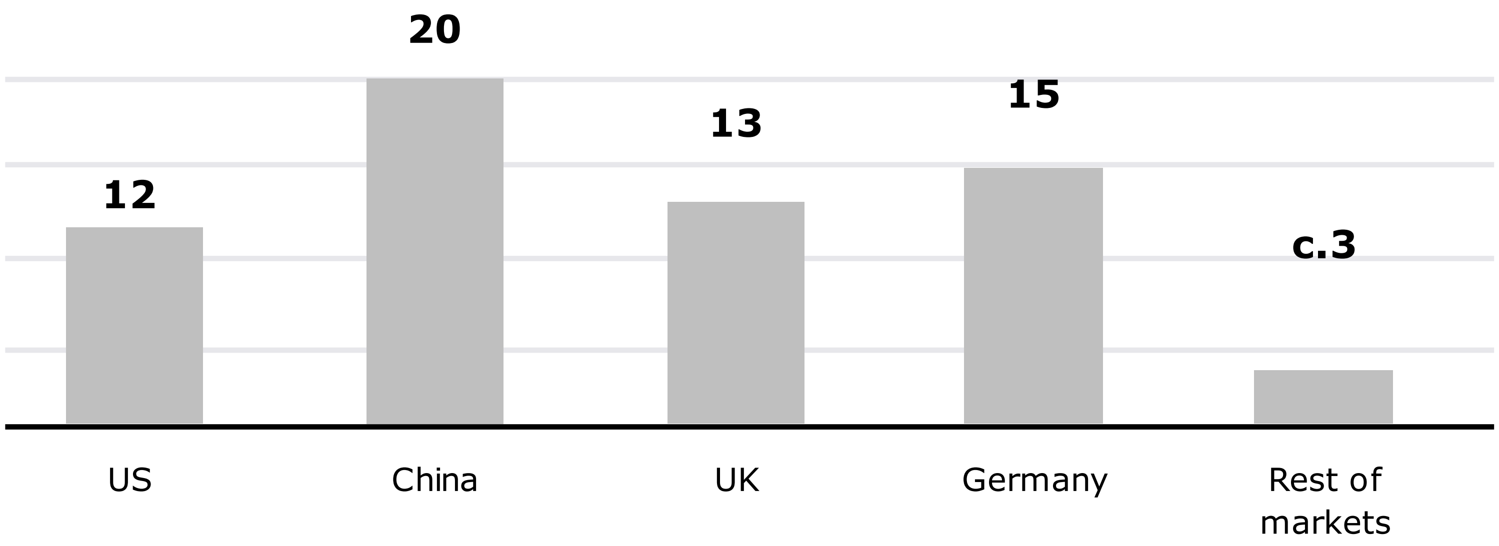


Well invested in key capabilities

E-commerce % of sales doubled from 4% to 8% over 2019-21

Strong position in key markets with meaningful opportunity for growth

E-commerce % of sales in key markets in 2021[1] (%)



Market and category development varies by country

Delivered strong **double digit growth** over last two years

HALEON

Source: GSK Consumer Healthcare financial data

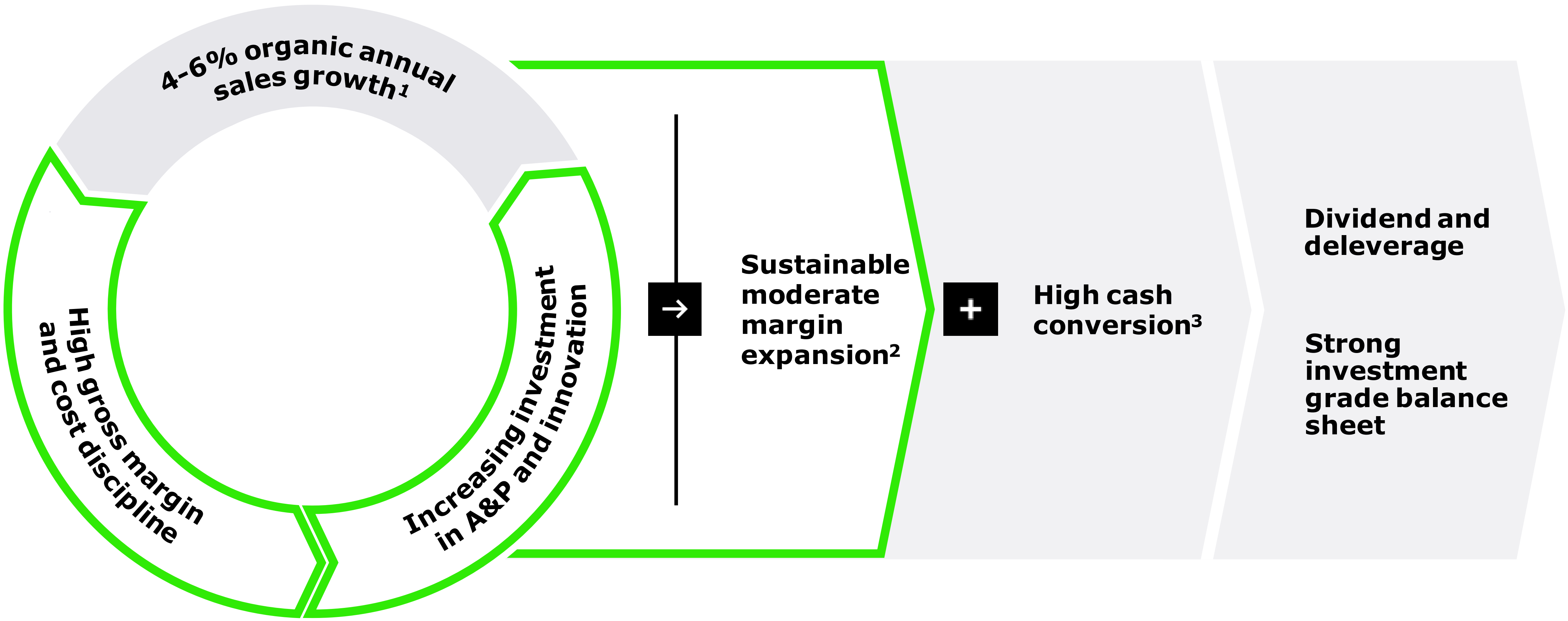
High level drivers of delivering medium term sales outlook

		Expected organic sales growth[1]	Share of group sales by 2025
Category	**Oral Health and VMS**	mid to high single digit	c.50%
Geography	**Emerging markets**	high single digit	high 30s %
Channel	**E-commerce**	double digit	mid-teens %
Portfolio	**Rx-to-OTC switches**	+1% revenue growth in year each, from 2025 if successful	

HALEON

[1] Organic annual sales growth (see appendix for definition), in the medium term

Sustainable model driving investment for growth and attractive returns



[1] Organic annual sales growth (see appendix for definition), in the medium term
[2] Adjusted operating margin, in the medium term at CER
[3] Free cash flow conversion (see appendix)

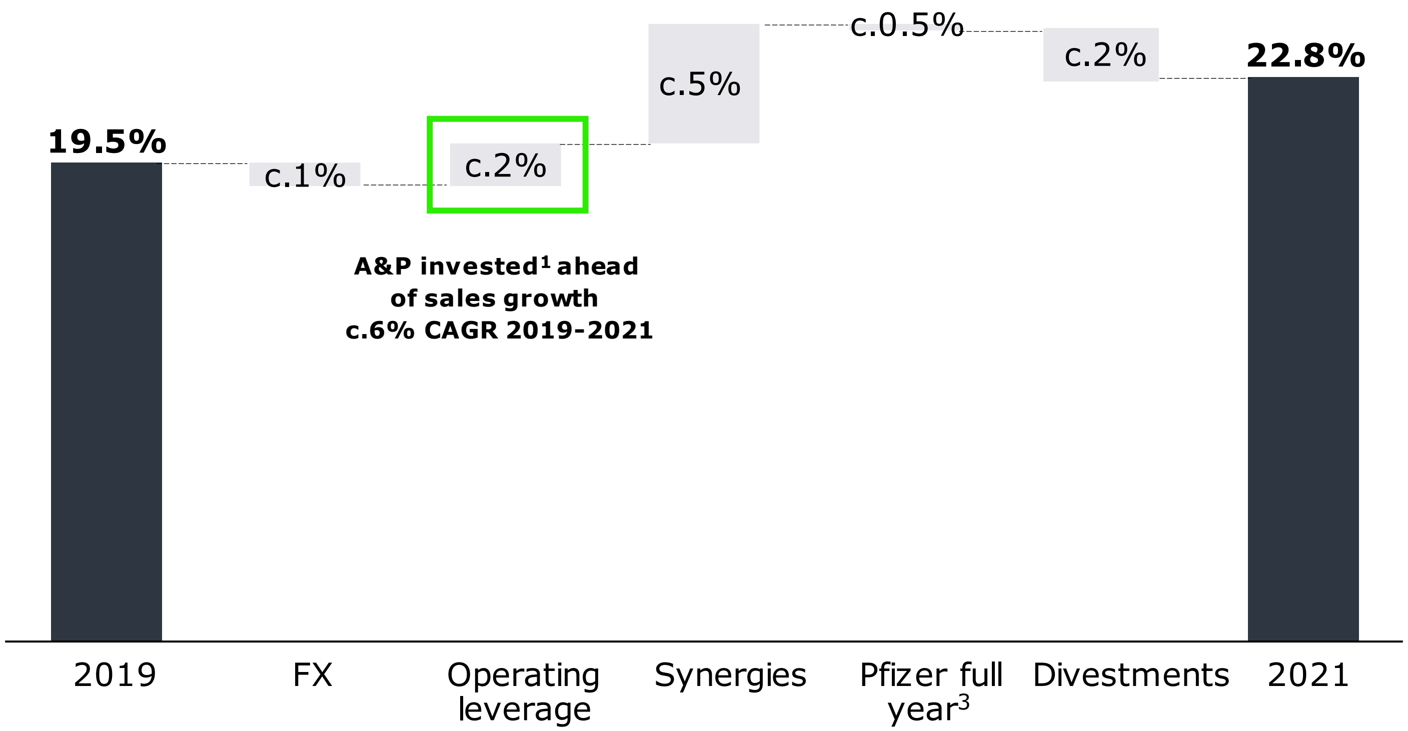
Track record of delivering adjusted operating margin expansion while investing for growth

Healthy balance of price & volume growth

Disciplined and increasing A&P investment £0.2bn[1]

Synergies & restructuring: £0.5bn cost reduction[2]

325bps increase in adjusted operating margin



HALEON

[1] Increase in A&P investment excluding synergies, divestments and FX movements
[2] Synergy benefits delivered from the joint venture with Pfizer by end 2021.
3 Impact of 7 months of Pfizer margin excluded from 2019

Focused investment for top-line growth through margin efficiency

Key ongoing drivers of adjusted operating margin

Net price and product mix optimisation

Favourable mix – higher margin Power Brands outperformance
Price increases
Net revenue management

Manufacturing, supply chain and procurement efficiencies

Reduce contract manufacturing
Automation & digitization
Continued optimization of internal supply
Procurement savings

Cost discipline

Optimise processes, systems, and standalone costs
Indirect procurement initiatives

Leading gross margin[1]

Lean and aligned cost base

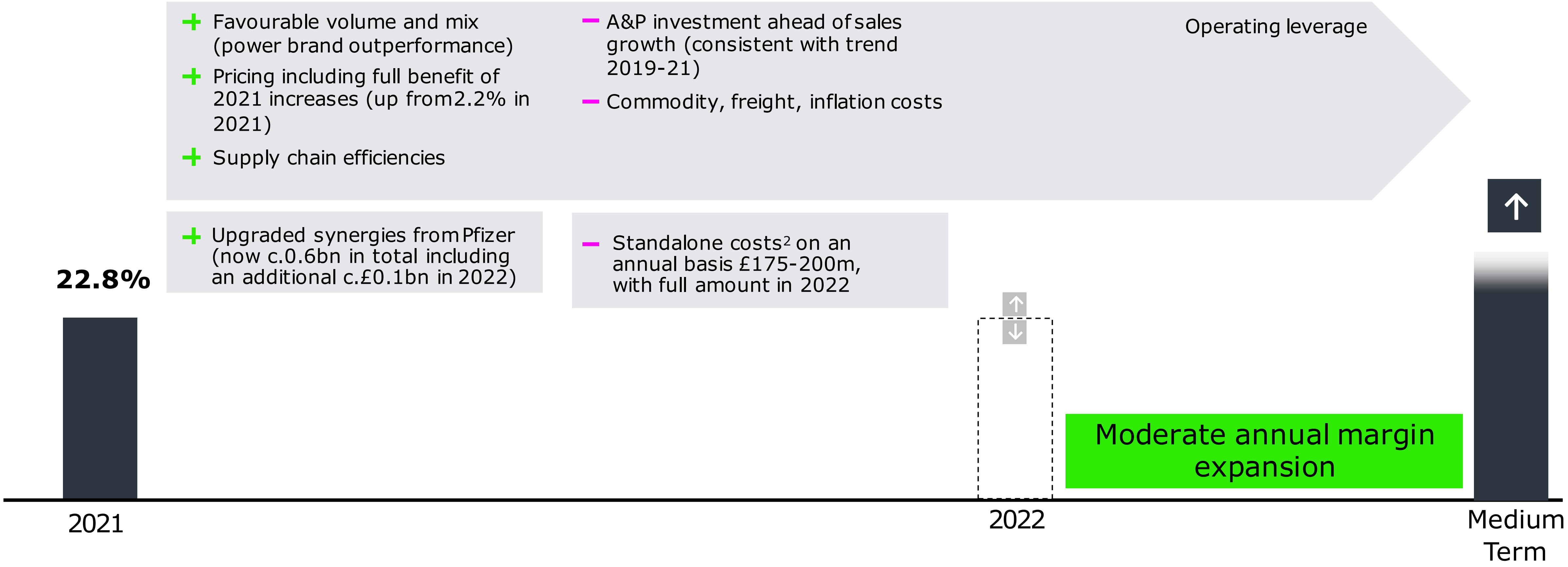
Continued investment in revenue growth

Re-investment in brands

- A&P growth ahead of organic sales growth
- Disciplined reinvestment in A&P and innovation
- Strong governance including ROI analytics and scorecards

[1] vs peers

Operating model driving modest annual margin expansion in the medium term, in 2022 increased synergies largely offsetting standalone costs[1]



Adjusted operating margin (not drawn to scale), %

HALEON

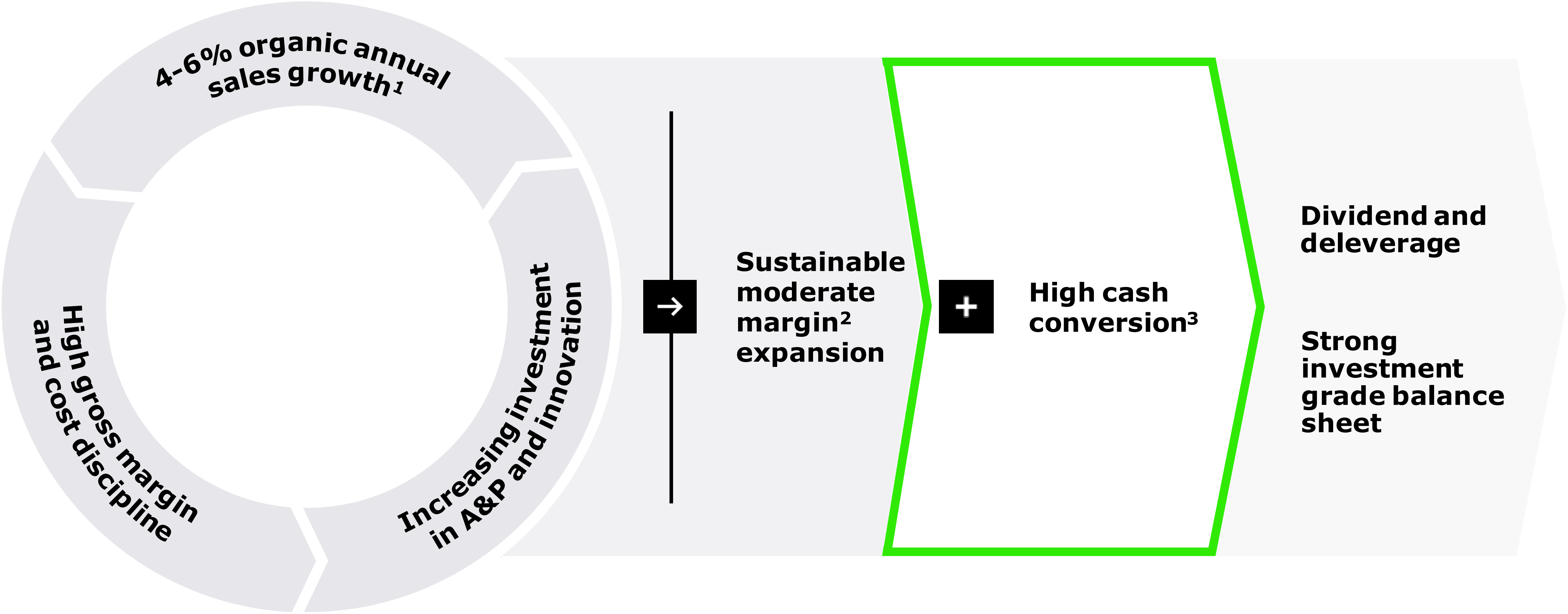
[1] At constant currency
[2] Standalone costs: cost of new functions needed for Haleon to operate as an independent plc and dis-synergies

Sustainable moderate margin expansion[1] in medium term

	2021	Medium-term trajectory[1]	Future drivers
Gross Margin[2]	62.9%	↑	Positive mix, high margin Power Brands COGS efficiencies to partially offset cost inflation Pricing benefits & Net Revenue Management programs
A&P	20.3%	↑	Reinvestment in A&P ahead of sales growth Optimisation of A&P spend delivering efficiencies
R&D[2]	2.6%	↑	Reinvestment in R&D Increased returns on R&D spend
Other SG&A[2]	17.2%	↓	Optimisation of standalone costs, processes and systems, after increase in 2022 Leveraging benefits from scale
Adjusted Operating Margin	**22.8%**	↑	**Gross margin expansion and other SG&A decline** **Largely offset by reinvestment in A&P and R&D for growth**

[1] Adjusted Operating Margin at constant exchange rates
[2] Adjusted

Sustainable model driving investment for growth and attractive returns



[1] Organic annual sales growth (see appendix for definition), in the medium term
[2] Adjusted operating margin, in the medium term at CER
[3] Free cash flow conversion (see appendix)

HALEON

Strong cash flow supportive of capital allocation priorities

£bn, AER	2020	2021
Free cash flow	2.0	1.2
Less separation, restructuring & disposals	(0.4)	0.2
Underlying Free Cash Flow[1]	**1.6**	**1.4**

Working capital discipline:
Inventory and debtor day reduction since 2019

Restructuring and separation costs **£1.3bn** largely offset by proceeds from divestments of **£1.1bn**

Strong capital base with stable capex of **c.3%** per annum

No historic net debt whilst segment of GSK

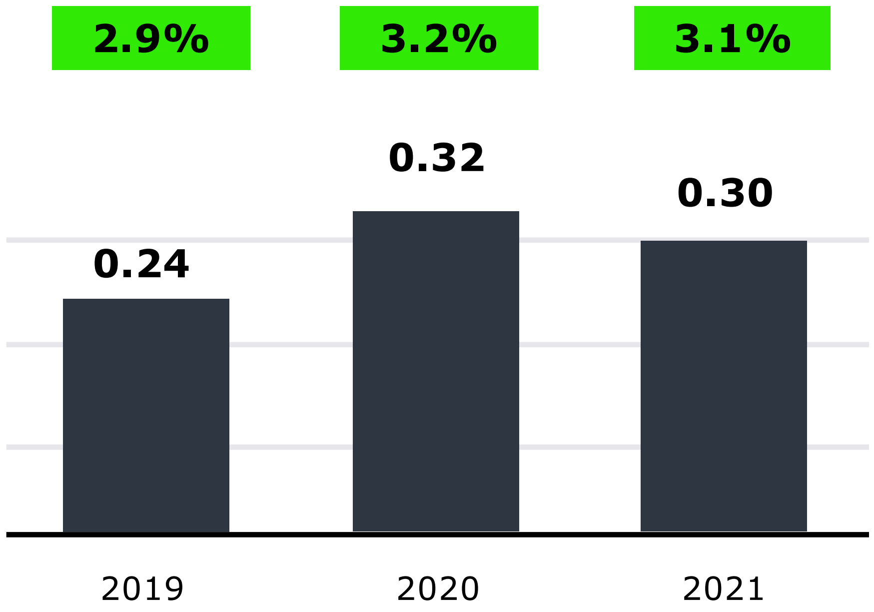
HALEON

[1] Free cash flow excluding separation, admissions and restructuring costs and net income from disposals

Strong capital base with stable capex

Capex spend per annum (£bn; 2019-2021)

Capex as % of sales



c.55% of capex maintenance[1]

Ongoing investment in reduced manufacturing and R&D footprint with capacity to support future growth

Investment in automation and digitalisation of the supply chain

Investment in digital & ecommerce capabilities

High regulatory and quality control standards across manufacturing

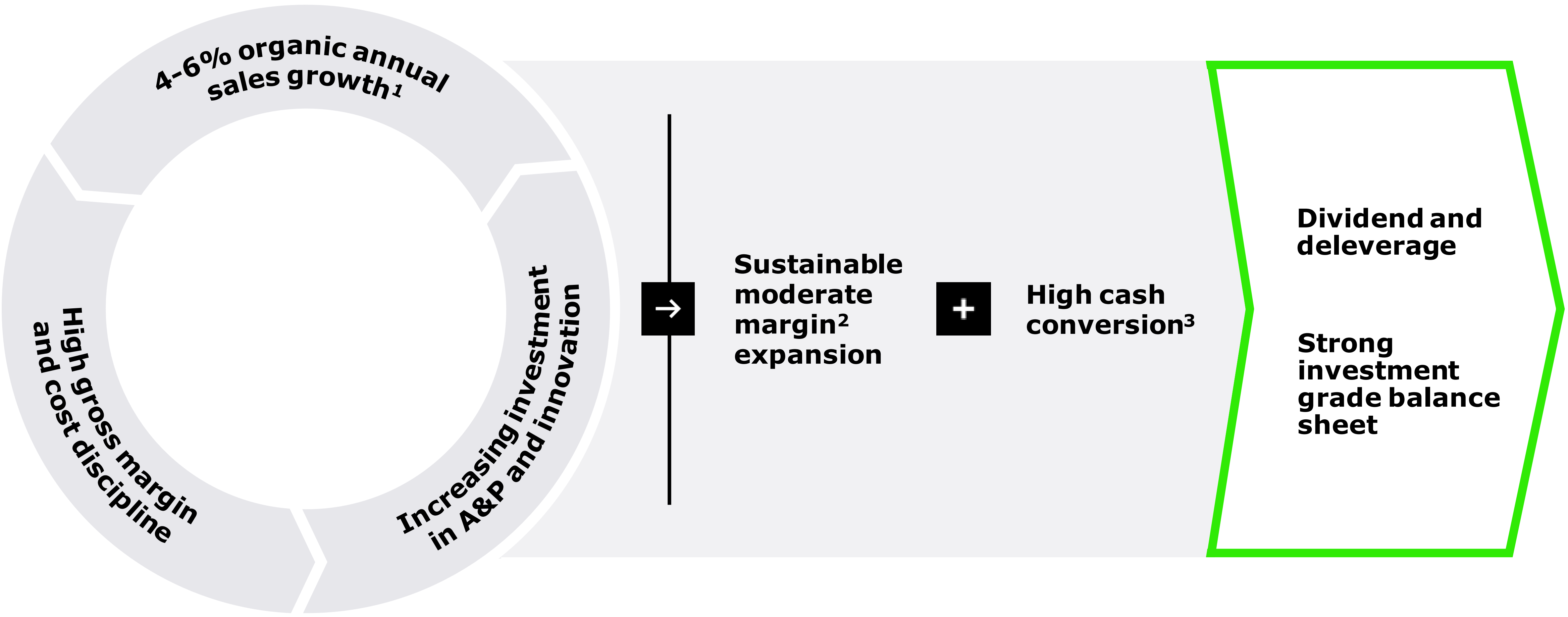
Note: capex includes Plant Property & Equipment and purchase of intangibles.
[1] Capex at actual rate excluding divestments

Strong cash flow supporting capital allocation priorities

(£bn)	2020	2021	Future cash flow drivers
Profit before Interest & Tax	1.6	1.6	
Cash Tax	(0.6)	(0.3)	2021 more indicative for short term based on expected adjusted ETR of 22-23%
Interest & NCIs[1]	(0.0)	(0.0)	Interest costs initially c.£0.2bn Payments to NCIs c.£50m
Add back Depreciation & Other Non-cash	0.5	0.2	Expected to be broadly in line with 2021 levels
Working Capital[2]	(0.0)	(0.1)	Sharp focus on working capital management Expected to be broadly neutral
Net Capex	(0.3)	(0.3)	Expected to be c.3% of sales
Disposals[3]	0.8	0.1	
Free Cash Flow	**£2.0bn**	**£1.2bn**	
Less separation, restructuring & disposals[4]	(0.4)	0.2	Divestment programme complete. No major restructuring foreseen
Underlying free Cash Flow [5]	**£1.6bn**	**£1.4bn**	→ **Significant free cash flow to support growth, dividend and deleveraging**

[1]Non-controlling interest; [2]Working Capital & Other Receivables/Payables; [3]Cash from Sale of Brands less Profit on Disposal; [4]Post tax cash impact of separation, restructuring & disposals
[5]Free cash flow excluding separation, admissions and restructuring costs and net proceeds from disposals

Sustainable model driving investment for growth and attractive returns



HALEON

[1] Organic annual sales growth (see appendix for definition), in the medium term
[2] Adjusted operating margin, in the medium term at CER
[3] Free cash flow conversion (see appendix)

Growth focused disciplined capital allocation

1 Reinvest in business	2 Dividend	3 M&A
Focused reinvestment to drive sustainable growth and attractive returns	**Initial dividend** expected to be at the lower end of the 30-50% payout range[1], subject to HALEON Board approval	**Where commercially compelling** and consistent with company strategy

Target net debt / EBITDA[2] of <3x by the end of 2024

Maintain strong investment grade balance sheet

HALEON

[1] 30-50% of profit attributable to shareholders
[2] Adjusted EBITDA

Medium term outlook

Organic annual sales growth of 4-6%[1], ahead of market

Sustainable moderate adjusted operating margin expansion[2] per annum

High and stable cash conversion
Delivering net debt / EBITDA[3] <3x by the end of 2024

Initial dividend expected to be at the lower end of the 30-50% payout range[4] (subject to Haleon board approval)

Full year 2022

Organic sales growth: 4-6%
Adjusted effective tax rate of 22-23%
Interest expense c.£0.2bn in 2022

Other key elements of performance guidance to be given at HY 2022 results, once a standalone public company

1 Organic annual sales growth (see appendix for definition), in the medium term
2 Adjusted Operating Margin at constant exchange rates
3 Adjusted EBITDA
4 30-50% of profit attributable to shareholders

HALEON

HALEON

Strongly positioned for growth:

- ✓ portfolio reshaped
- ✓ optimised operating model, lean cost base, capabilities improved
- ✓ delivering momentum while investing for growth

Strong financial performance and sustainable model:

- strong medium term outlook: organic annual sales growth of 4-6%[1] per annum
- sustainable moderate operating margin[2] expansion
- strong cash generation[3] and conversion

Disciplined capital allocation prioritising:

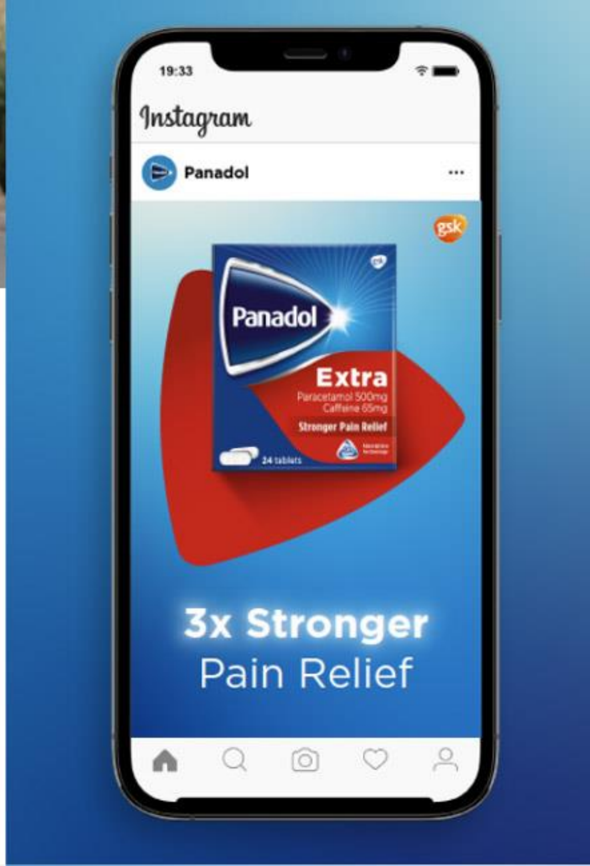
- continued reinvestment for growth
- Initial dividend expected to be at the lower end of the 30-50% payout range[4]
- deleveraging to <3x net debt/EBITDA[5] by end of 2024

HALEON

[1] Organic annual sales growth (see appendix for definition), in the medium term
[2] Adjusted operating margin, in the medium term at CER
[3] Free cash flow conversion (see appendix)
[4] 30-50% of profit attributable to shareholders, subject to Haleon Board approval
[5] Adjusted EBITDA


VoltaNatura
Plant-based muscle rescue gel
Soothes and cools tense, contracted muscle areas
With arnica, horse chestnut, centella, gaultheria, peppermint and aloe vera


IT'S NOT JUST MOVEMENT


19:33
Instagram
Panadol
Panadol
Extra
Stronger Pain Relief
3x Stronger
Pain Relief


RELIEVING
IS BELIEVING
CONTAINS 2 MEDICINES
Acetaminophen + Ibuprofen
NEW!
Advil
DUAL ACTION
WITH Acetaminophen
Pain Reliever


TUMS
Smoothies

Thank you


钙尔奇
Caltrate


SENSODYNE
PRONAMEL


THERAFLU
COLD RELIEF
THERAFLU
COLD RELIEF
THERAFLU
FLU RELIEF
THERAFLU
FLU RELIEF

Appendix

Assumptions and cautionary statement and regarding forward-looking statements

GSK cautions investors that any forward-looking statements or projections made by GSK, including those made in this announcement, are subject to risks and uncertainties that may cause actual results to differ materially from those projected. Such factors include, but are not limited to, those described in the Company's Annual Report on Form 20-F for 2020, GSK's 2021 Q4 Results and any impacts of the COVID-19 pandemic.

In outlining the medium term outlooks, growth ambitions and 2022 considerations for Haleon, GSK has made certain assumptions about the consumer healthcare sector, the different geographic markets and product categories in which Haleon operates and the delivery of revenues and financial benefits from its current product range, pipeline and integration and restructuring programmes. These assumptions, as well as the outlooks, ambitions or considerations (as applicable) for organic annual sales growth, adjusted operating margin expansion, dividend payout ratio, cash generation/conversion and deleveraging, assume, among other things, no material interruptions to the supply of Haleon's products, no material mergers, acquisitions or disposals, no material litigation or investigation costs (save for those that are already recognised or for which provisions have been made), no material changes in the regulatory framework for developing new products and retaining marketing approvals, no material changes in the healthcare environment, no unexpected significant changes in Haleon's end markets, no unexpected significant changes in pricing as a result of government, customer or competitor action, and no material changes in the impacts of the COVID-19 pandemic. These outlooks, ambitions and considerations also assume the successful delivery of the separation programme to deliver the demerger of Haleon and the realisation of its anticipated benefits. The outlook, growth ambitions and 2022 considerations are given at constant exchange rates.

Haleon financial reporting considerations[1]

IFRS Income Statement

Reportable segments

North America

2021	£m
Revenue[2]	3,525
Adj. Op. Margin	23.5%

EMEA & LatAm

2021	£m
Revenue[2]	3,877
Adj. Op. Margin	24.8%

APAC

2021	£m
Revenue[2]	2,143
Adj. Op. Margin	21.5%

Corporate & Unallocated

2021	£m
Adj. Op. Profit	(77)
Adjusting items	(534)

Revenue[2] on a Category basis

HALEON

[1] See glossary for definition of Adjusted measures
[2] Revenue, revenue growth, revenue growth at CER and organic revenue growth (see glossary for definition) will be published for the reportable segments and categories

Comparison of Haleon to GSK segment financials

Whilst a part of GSK, Haleon has historically been reported as an operating segment under IFRS 8 in GSK's annual report and interim financial reporting (the "CH Segment"). The **financial information presented above** has been prepared in a manner consistent with the Historical Financial Information prepared in connection with the anticipated demerger and separation of Haleon from GSK and therefore **differs both in purpose and basis of preparation to the CH Segment as presented historically in GSK's financial reporting.** As a result, **whilst the two sets of financial information are similar, they are not the same because of certain differences in accounting and disclosure under IFRS.**

These differences primarily include:

(1) the inclusion in GSK's segment reporting of certain **distribution and local commercial activities performed by a limited number of other GSK Group entities** in relation to Consumer Healthcare products

(2) the basis of **allocation of certain cost-sharing and royalty agreements as attributed by a limited number of other GSK Group entities** for the purposes of GSK segment reporting

(3) the inclusion of Horlicks and other Consumer Healthcare nutrition products in India and certain other markets in GSK segment reporting

(4) the sale of Thermacare products until their disposal in 2020 which have been excluded from GSK segment reporting

Key figures (£m)

	Haleon[1]			GSK CH segment[2]		
	2019	**2020**	**2021**	**2019**	**2020**	**2021**
Revenue	8,480	9,892	9,545	8,995	10,033	9,607
Adjusted Operating Profit[3]	1,654	2,074	2,172	1,874	2,213	2,239
Adjusted Operating margin[3]	*19.5%*	*21.0%*	*22.8%*	*20.8%*	*22.1%*	*23.3%*

HALEON

[1] Haleon financial results
[2] GSK Consumer Healthcare segment financial results
3 See glossary for definition of Adjusted measures

Revenue Reconciliation[1]

Haleon portfolio growth reflects the growth of Haleon's brands during the track record period

	2019	2020	2021
Revenue £bn	8.5	9.9	9.5
Growth %	*n/a*	***16.7%***	***(3.5%)***
Growth CER %	*n/a*	*19.3%*	*1.0%*
Organic revenue growth %	*n/a*	***2.8%***	***3.8%***
Haleon portfolio revenue £bn	9.3	9.6	9.5
Growth %	*n/a*	*2.6%*	*(0.7%)*
Growth CER %	*n/a*	***4.9%***	***3.9%***

Haleon portfolio revenue and growth illustrate the performance of the brands that make up the portfolio at spin to provide the best understanding of the size and growth of Haleon's brands during the track record period.

Haleon portfolio revenue and growth are presented here to aid understanding but become unnecessary going forward. Instead revenue, revenue growth, revenue growth at CER and organic growth will be used.

Source: Company analysis

	2020	2021
Revenue growth %	***16.7%***	***(3.5%)***
Organic growth adjustments of which:	*(16.6%)*	*2.7%*
Effect of acquisitions	*(19.7%)*	*-*
Effect of divestments	*3.2%*	*2.7%*
Effect of manufacturing service agreements (MSAs)[2]	*(0.1%)*	*0.0%*
Effect of exchange rates	*2.7%*	*4.6%*
Organic revenue growth %	***2.8%***	***3.8%***
Haleon portfolio revenue growth adjustments of which:	*2.3%*	*0.1%*
Effect of acquisitions	*1.6%*	*0.0%*
Effect of divestments	*0.7%*	*0.1%*
Effect of manufacturing service agreements (MSAs)[2]	*-*	*-*
Effect of exchange rates	*(0.2%)*	*0.0%*
Haleon portfolio revenue growth %	***4.9%***	***3.9%***

Haleon portfolio growth converges with organic growth in 2021.

Haleon portfolio growth differs from organic growth in two key respects:
(1) By including 12 months of Pfizer brand sales in all years (including 2019)
(2) By completely excluding all sales of brands divested from all years

[1] See glossary for definitions
[2] Manufacturing service agreements ("MSAs") relating to divestments and the closure of sites or brands

IFRS and Adjusted Income Statement[1]

2020 (£m)

	IFRS Result	Net Intangible Amortisation and Impairment	Restructuring Costs	Transaction Related Costs	Separation and Admission Costs	Disposal and others	Adjusted Result
Revenue	**9,892**						**9,892**
Cost of Sales	**(3,982)**	81	89	91		2	**(3,719)**
Gross Profit	**5,910**	**81**	**89**	**91**		**2**	**6,173**
% Gross Margin	*59.7%*						*62.4%*
Selling, general and admin	**(4,220)**		314		66	21	**(3,819)**
Research and development	**(304)**	16	8				**(280)**
Other operating income	**212**					(212)	**0**
Operating Profit	**1,598**	97	411	91	66	(189)	**2,074**
% Margin	*16.2%*						*21.0%*
Finance income	**20**						**20**
Finance expense	**(27)**						**(27)**
Profit before taxation	**1,591**	97	411	91	66	(189)	**2,067**
Taxation	**(410)**	(19)	(90)	(20)	(13)	69	**(483)**
Tax rate %	*25.8%*						*23.4%*
Profit after tax for the year	**1,181**	**78**	**321**	**71**	**53**	**(120)**	**1,584**

2021 (£m)

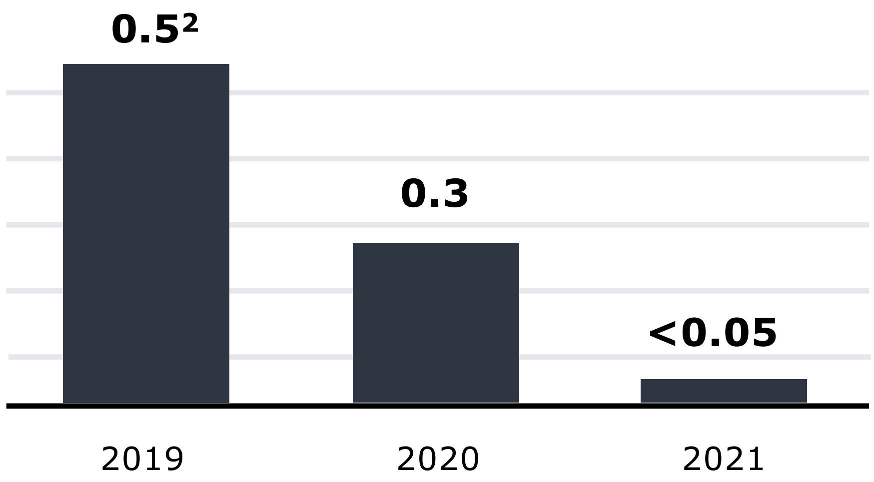
	IFRS Result	Net Intangible Amortisation and Impairment	Restructuring Costs	Transaction Related Costs	Separation and Admission Costs	Disposal and others	Adjusted Result
Revenue	**9,545**						**9,545**
Cost of Sales	**(3,595)**	8	44				**(3,543)**
Gross Profit	**5,950**	**8**	**44**				**6,002**
% Gross Margin	*62.3%*						*62.9%*
Selling, general and admin	**(4,086)**	-	150		278	76	**(3,582)**
Research and development	**(257)**	8	1		-	-	**(248)**
Other operating income	**31**					(31)	**-**
Operating Profit	**1,638**	16	195		278	45	**2,172**
% Margin	*17.2%*						*22.8%*
Finance income	**17**						**17**
Finance expense	**(19)**						**(19)**
Profit before taxation	**1,636**	16	195		278	45	**2,170**
Taxation	**(197)**	8	(36)		(47)	(197)	**(469)**
Tax rate %	*12.0%*						*21.6%*
Profit after tax for the year	**1,439**	24	159		231	(152)	**1,701**

HALEON

[1] See glossary for definitions of Adjusting Items and comments regarding the use of Adjusted measures

Haleon divestments

Revenue of divested brands (£bn; 2019-2021)[1]



Brands divested 2019-2021[3]

2019

Bialcol, Ceridal, Cibalgina, Eurax, Keri, Magnesia Bisurada[4], Oilatum, Polytar/Tarmed, Prevacid, Savlon, Tixylix

2020

Alavert, Anbesol, Argus, Boost[5], Breathe Right, Capent, Cetebe, Cholinex, Clindo, Coldrex, Dimetapp, Dristan, Duofilm, Eclipsol, Fibercon, Hinds[3], Horlicks[5], KCI-retard[6], Lemocin, Mebucaine, Omega/Fri-Flyt , Orofar, Physiogel, Primatene, Pulmex, Resyl, Sunmax, Sweatosan, Synthol, Tavegyl, Thermacare, Tossamin, Trofolastin, Venoruton, Viva/Maltova

2021

Acne-Aid, Baldriparan, Formigran, Kamol, KCI-retard[6], Spalt, Spectraban, Transderm scop

[1] Excludes revenue of Horlicks / Boost, which were excluded from the Haleon perimeter
[2] On a reported basis including 5 months' August-December revenue of Pfizer brands
[3] Brands are listed by year of closing of divestment
[4] Partial divestment
[5] Horlicks / Boost was excluded from the Haleon perimeter and financials but was included in GSK plc's CH segment reporting. Horlicks revenue was £0.5bn in 2019
[6] Partly divested across 2020 - 2021

Glossary

A number of Adjusted measures are used to report the performance of our business which are non-IFRS measures. Adjusted results, CER and other non-IFRS measures may be considered in addition to, but not as a substitute for or superior to, information presented in accordance with IFRS. These measures are defined and set out below. Reconciliations to the nearest IFRS measure will be provided as part of the Historical Financial Information as part of the Prospectus.

Adjusted EBITDA is defined as profit after tax for the year excluding income tax, finance income, finance expense, Adjusting Items (as defined below), depreciation of property plant and equipment, impairment of property plant and equipment net of reversals, depreciation of right-of-use assets, and amortisation of software intangibles.

Adjusting Items include the following**:**

- **Net amortisation and impairment of intangible assets:** Intangible amortisation and impairment of goodwill, brands, licenses and patents net of impairment reversals.
- **Restructuring costs:** include personnel costs associated with restructuring programs, impairments of tangible assets and computer software relating to specific programmes approved by the Board from time to time that are structural and of a significant scale, where the costs of individual or related projects exceed £15 million. These costs also include integration costs following an acquisition.
- **Separation and admission costs:** costs incurred in relation to and in connection with the demerger, separation, admission and registration of Haleon Shares.
- **Transaction related costs:** Accounting or other adjustments related to significant acquisitions.
- **Disposal and other adjusting items:** Gains and losses on disposals of assets and businesses, tax indemnities related to business combinations, and other items.

Adjusted Operating Profit is defined as operating profit less Adjusting Items as defined above.

Compound Annual Growth Rate (CAGR) represents the annualised average rate of growth between two given years assuming growth takes place at a compounded rate.

Free cash flow is defined as net cash inflow from operating activities plus cash inflows from the sale of intangible assets, the sale of property, plant and equipment and interest received, less cash outflows for the purchase of intangible assets, the purchase of property, plant and equipment, distributions to non-controlling interests and interest paid.

Free cash flow conversion is defined as free cash flow, as defined above, divided by profit after tax.

Haleon portfolio revenue represents the revenue of the brands that make up the Company's portfolio at separation from GSK. The measure includes 12 months revenue of Pfizer brands in all years including 2019 and excludes all revenue of divested / closed brands from all years. It also excludes revenue attributable to manufacturing service agreements ("MSAs") relating to divestments and the closure of sites or brands. Haleon portfolio revenue is presented here to aid understanding but will not be used going forward.

Haleon portfolio revenue growth represents the growth in Haleon portfolio revenue excluding the impact of exchange movements.

Organic revenue growth represents revenue growth, as determined under IFRS and excluding the impact of acquisitions, divestments and closures of brands or businesses, revenue attributable to manufacturing service agreements ("MSAs") relating to divestments and the closure of sites or brands, and the impact of currency exchange movements.

Organic sales growth is the same as organic revenue growth (as defined above) and the terms are used interchangeably in these materials

Sales is the same as revenue and the terms are used interchangeably in these materials