

About Haleon



Investor Relations, March 2025

We are a global leader in the growing consumer healthcare market:

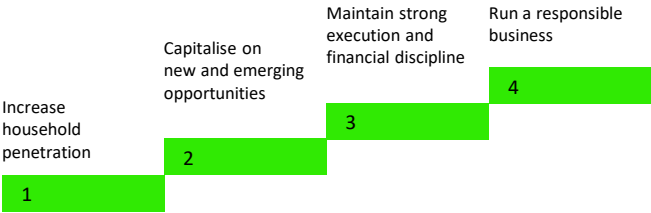
#1 Overall CH player globally	c.£200bn Market ¹	5 Global categories	9 Power Brands	£11.2bn Revenue
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Our purpose

To deliver better everyday health with humanity.

Our strategy

Our strategy is designed to leverage our portfolio and capabilities and has four key pillars.



Medium term financial guidance

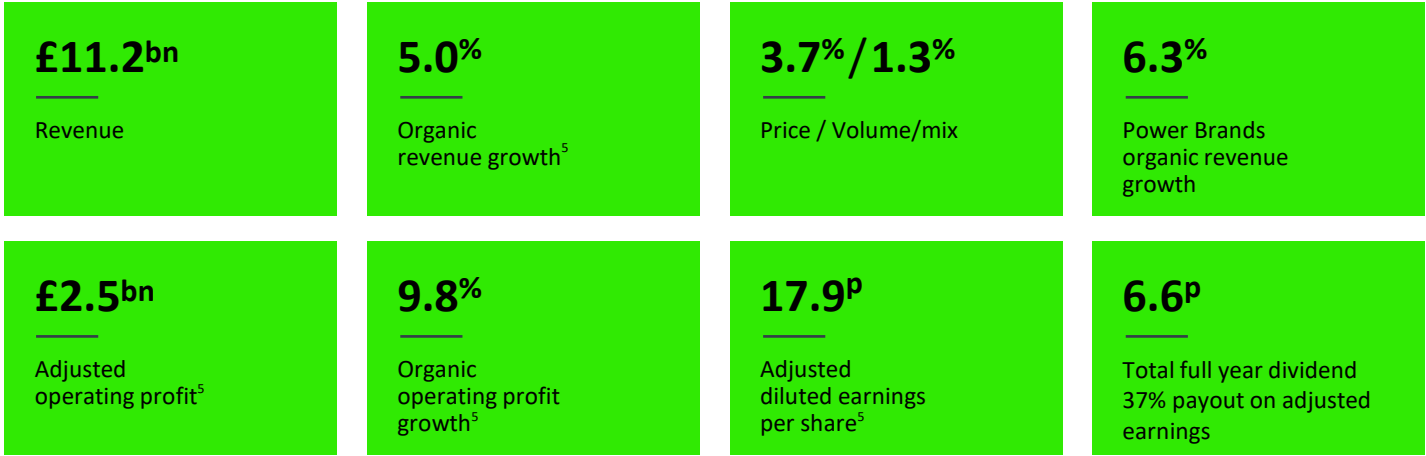
- 4-6% annual organic revenue growth³
- Organic operating profit growth³ ahead of organic revenue growth
- Net debt/Adjusted EBITDA³ of around of 2.5x
- Dividend to grow at least in line with adjusted earnings

Leadership positions across five major categories²



		Over-the-Counter (OTC)		
Oral Health	Vitamins, Minerals and Supplements	Pain Relief	Respiratory	Digestive Health / Other
29% ⁴	15% ⁴	23% ⁴	15% ⁴	18% ⁴

1 Source: Oral Health market size: Euromonitor 'Oral Care' (2023) & OTC and VMS market size: Nicholas Hall (2023)
 2 Therapeutic Oral Health, Pain Relief, Respiratory, Vitamins, Minerals, and Supplements and Digestive Health
 3 See FY 2023 Annual Report for definitions
 4 Percentage of FY 2024 revenue

Strong financial performance in FY 2024



Consumer Healthcare sector more relevant than ever Supported by attractive fundamentals

<p>Global population shift towards emerging markets</p> <p>1.5bn global population increase expected by 2050</p> <p>Source: UN</p> 	<p>Ageing populations</p> <p>2.1bn people will be aged 60 years or over by 2050</p> <p>Source: WHO</p> 	<p>Consumer focus on health and wellness</p> <p>80% of consumers want more control over their health</p> <p>Source: IPSOS</p> 	<p>Increasing pressure on public healthcare systems</p> <p>1.8bn physician hours are saved each year through self-care practices</p> <p>Source: Global Self-Care Federation</p> 	<p>Sizeable unmet consumer needs</p> <p>>50% of the global population do not consume enough micronutrients essentials to health</p> <p>Source: The Lancet Global Health</p> 
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Competitive Advantage



Human understanding





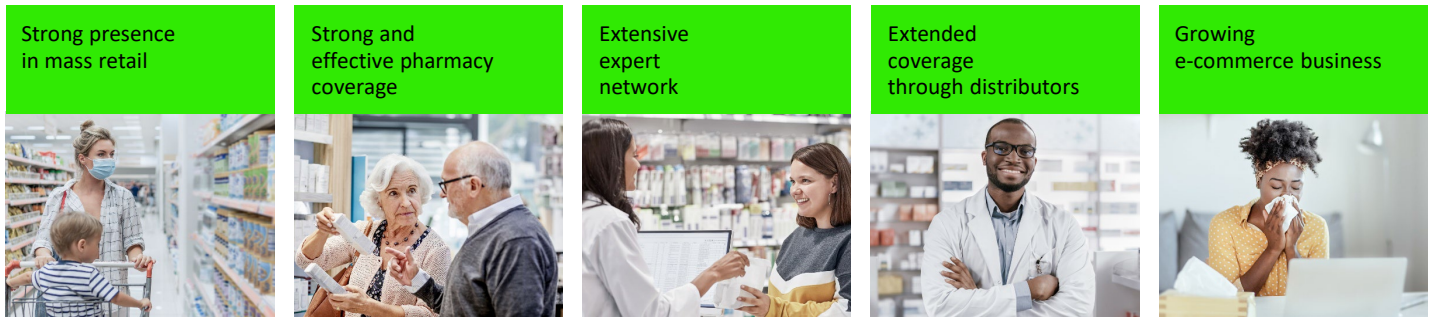
Trusted science



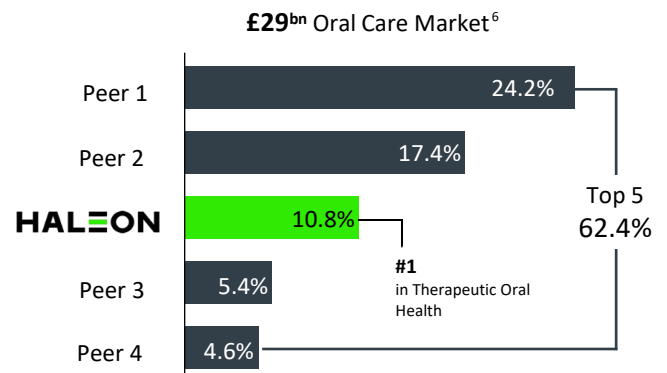
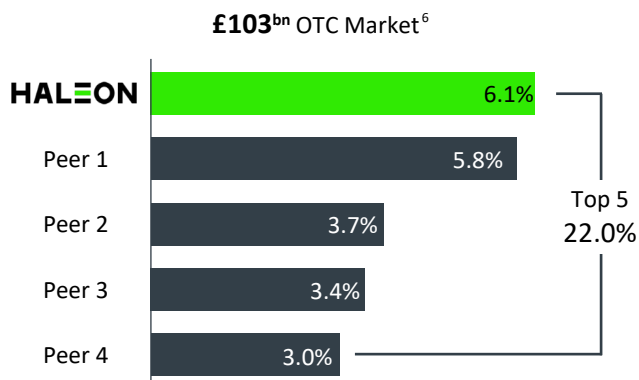
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⁵ Definitions can be found in the 2023 Annual Report

Global scale with strong distribution network and execution capabilities



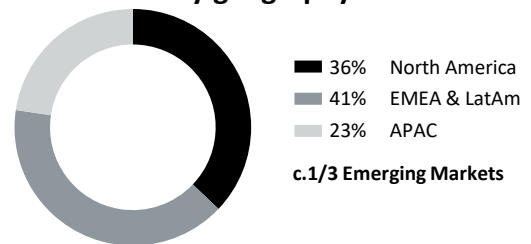
Strong global market share positions



Adjusted Results

£m (except per share data)	FY 2024	FY 2023	% YoY (AER)	% YoY (Organic)
Revenue	11,233	11,302	(0.6)	5.0
Adjusted gross profit ⁷	7,099	7,001	1.4	8.1
Adjusted gross margin ⁷	63.2%	61.9%	130bps	190bps
Adjusted operating profit ⁷	2,500	2,549	(1.9)	9.8
Adjusted operating margin ⁷	22.3%	22.6%	-30bps	100bps
Net finance costs	(302)	(368)	(17.9)	(18.5)
Adjusted tax ⁷	(527)	(512)	2.9	10.7
Adjusted profit after tax ⁷	1,671	1,669	0.1	16.2
Adjusted diluted EPS ⁷	17.9p	17.3p	3.5	20.0
Reported diluted EPS	15.7p	11.3p		

FY 24 revenue by geography



FY 2025 outlook

- Organic revenue growth⁷ of 4-6%
- Organic operating profit growth⁷ to be high single digit
- Net interest expense of c.£270m
- Adjusted effective tax rate⁷ c.24%

Proven competitive capabilities

Brand building

A&P investment
19.2% of revenue



Innovation

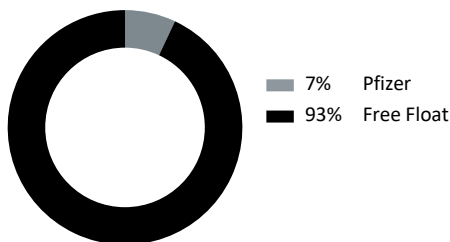
R&D investment
2.6%⁸ of revenue



Responsible business - integral to our strategy

	Our aim	2024 performance
Carbon	100% reduction in scope 1 & 2 carbon emissions ⁹ and Scope 3 carbon from source to sale by 42% by 2030 ¹⁰	50% reduction in scope 1 & 2 carbon emissions ⁹ 10% reduction in scope 3 carbon ¹⁰
Packaging	Reduce use of virgin petroleum-based plastic by 1/3 by 2030 ¹⁰ . Develop solutions for all packaging to be recyclable or reusable by 2030 ¹¹	1% reduction in use of virgin petroleum-based plastic ¹⁰ 74% recycle-ready packaging
Trusted ingredients, sustainably sourced	Key agricultural, forest and marine-derived materials to be sustainably sourced & deforestation free by 2030 ¹²	81% of key materials sustainable sourced
Health inclusivity	Aim to empower 50 million people per year to be included in opportunities for better everyday health by 2025	50m+ people empowered in 2024
Strong corporate governance		

Share ownership



2025 reporting dates

Q1 2025 Trading Statement	30 April 2025
Capital Markets Day (London)	1 May 2025
2025 Annual General Meeting	28 May 2025
HY 2025 Results	31 July 2025
Q3 2025 Trading Statement	30 October 2025

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⁸ Adjusted expense - Reconciliation of IFRS to Adjusted results can be found in the 2024 Annual Report

⁹ Versus 2020 Baseline

¹⁰ Versus 2022 Baseline

¹¹ Where safety, quality and regulations permit

¹² Scope includes Haleon's globally managed spend on key materials which are agricultural, forestry or marine derived. Globally managed spend covers majority of our internal spend and expands across some of third-party manufacturing network.