

The Section 172 Statement applies to the qualifying reporting UK subsidiaries of Haleon plc below:

<b>Company name</b>	<b>Registration number</b>
Consumer Healthcare Holdings Limited	11986432
Consumer Healthcare Intermediate Holdings Limited	11986416
Haleon Intermediate Holdings Limited	14486062
Haleon UK Capital plc	13481162
Haleon UK Enterprises Limited	11986381
Haleon UK Export Limited	12508093
Haleon UK Finance (USD) Limited	10312084
Haleon UK Finance Limited	09299680
Haleon UK Holding Canada Limited	12342809
Haleon UK Holding New Zealand Limited	12342879
Haleon UK Holding Sri Lanka Limited	09400298
Haleon UK Holdings (No.1) Limited	13355627
Haleon UK Holdings (No.2) Limited	11961650
Haleon UK Holdings (No.3) Limited	13401293
Haleon UK Holdings (No.7) Limited	13414769
Haleon UK Holdings Limited	08998608
Haleon UK IP Limited	09237645
Haleon UK IP (No. 2) Limited	09416736
Haleon UK Research Limited	00229017
Haleon UK Services Limited	09237639
Haleon UK Trading Limited	09237643
Haleon UK Trading Services Limited	08114550

**Section 172 statement for the financial year ended 31 December 2023**

The Company's governance architecture and processes are operated to ensure that all relevant matters are considered by the Board in its principal decision-making, as a means of contributing to the delivery of the Group's long-term priority to deliver better everyday health with humanity. This is underpinned by four strategic pillars: increase household penetration, capitalise on new and emerging opportunities, maintain strong execution and financial discipline, and run a responsible business.

In the performance of its duty to promote the success of the Company and the long-term priorities, the Board has agreed to a number of matters, including listening to and considering the views of shareholders and the Company's other stakeholders to build trust and ensure it fully understands the potential impacts of the decisions it makes for our stakeholders, the environment and the communities in which we operate.

At a Group level, the Board prioritises human capital as a key element in enhancing the positive influence within communities, with the Code of Conduct defining our purpose, culture, and performance commitments to ensure the realisation of the Company's aspirations while also ensuring fair treatment of shareholders.

Further disclosures detailing how, during the year, the Directors addressed the matters set out in Section 172(1)(a) to (f) of the Companies Act 2006, can be found in the consolidated financial statements of the Group, of which the Company is a member and no additional considerations are deemed necessary for the Company as the relevant matters are all considered in the Group's 2023 Annual Report.