



Annual Governance Meeting 2024

Cautionary statement regarding forward-looking statements

This presentation may contain forward-looking statements. Forward-looking statements give the Group's current expectations or forecasts of future events. An investor can identify these statements by the fact that they do not relate strictly to historical or current facts. They use words such as 'anticipate', 'estimate', 'expect', 'intend', 'will', 'project', 'plan', 'believe', 'target' and other words and terms of similar meaning in connection with any discussion of future operating or financial performance. In particular, these include 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.

Other than in accordance with its legal or regulatory obligations (including under the Market Abuse Regulations, UK Listing Rules and the Disclosure Guidance and Transparency Rules of the Financial Conduct Authority), the Group undertakes no obligation to update any forward-looking statements, whether as a result of new information, future events or otherwise. Investors should, however, consult any additional disclosures that the Group may make in any documents which it publishes and/or files with the US Securities and Exchange Commission (SEC). All investors, wherever located, should take note of these disclosures.

Accordingly, no assurance can be given that any particular expectation will be met and investors are cautioned not to place undue reliance on the forward-looking statements.

Forward-looking statements are subject to assumptions, inherent risks and uncertainties, many of which relate to factors that are beyond the Group's control or precise estimate. The Group cautions investors that a number of important factors, including those in this presentation, could cause actual results to differ materially from those expressed or implied in any forward-looking statement. Such factors include, but are not limited to, those discussed under Item 3.D 'Risk factors' in the Group's Annual Report on Form 20-F for the full year (FY) 2023. Any forward-looking statements made by or on behalf of the Group 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.

A number of adjusted measures are used to report the performance of our business, which are non-IFRS measures. These measures are defined and reconciliations to the nearest IFRS measure are available in the Group's Q3 2024 Results and the Group's Annual Report on Form 20-F for FY 2023.

All expectations, guidance and outlooks regarding future performance and the dividend should be read together with the section "Guidance and outlooks, assumptions and cautionary statements on page 54 of our stock exchange announcement of the Group's Q3 2024 Results, the section "Assumptions and basis of preparation related to 2024 guidance" in the Appendix of this presentation and the statements on page 317 of the Group's Annual Report on Form 20-F for FY 2023

GSK Board

Chair



Jon Symonds
Independent Non-Executive Director

Advanced
enterprise
technologies



Dr Vishal Sikka
Independent Non-Executive Director

Scientific, technology and clinical
development expertise



Dr Hal Barron
Non-Executive Director



Dr Hal Dietz
Independent Non-Executive Director

Commercial &
Finance
Biopharma



Charlie Bancroft
Senior Independent
Non-Executive Director

US payor, HCP
& patient
advocacy



Dr Anne Beal
Independent Non-Executive Director

Technology and
life sciences



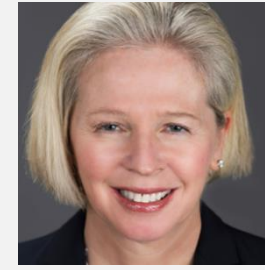
Wendy Becker
Independent Non-Executive Director



Dr Jeannie Lee
Independent Non-Executive Director

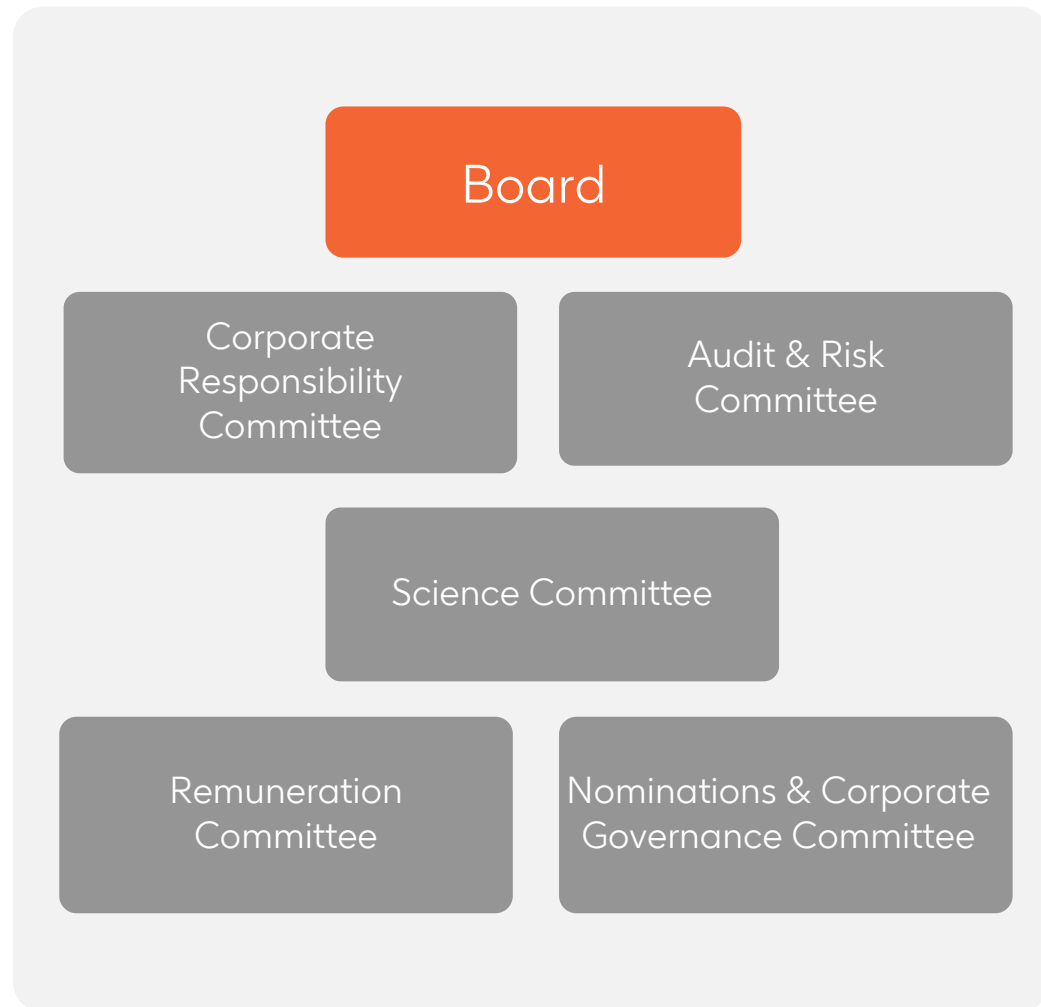


Dr Jesse Goodman
Independent Non-Executive Director
Retires post-2025 AGM



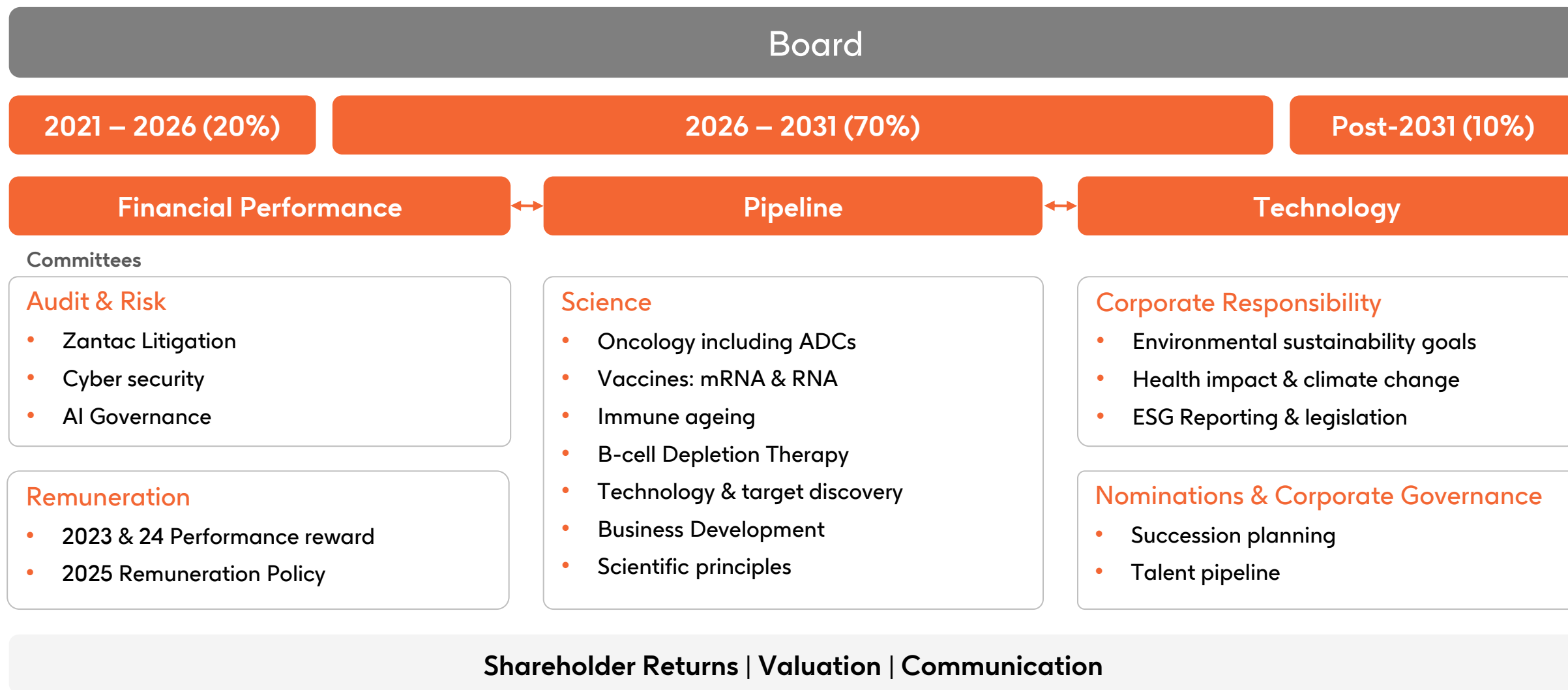
Liz Anderson
Independent Non-Executive Director

Focus on value creation, governance and oversight of strategy



- Step-change in operational execution, delivery and pipeline
- GSK performing to “new standard”
- Stronger, more resilient platform to deliver sustained profit and cashflow growth
- Confident in delivery of financial outlooks for 2026 & 2031
- Strategic focus remains progressing and strengthening pipeline and R&D delivery - #1 priority
- Disciplined capital allocation to growth and shareholder returns
- Effective risk management and retirement of Zantac risk
- Continue to support long-standing proactive approach to building trust and corporate responsibility
- Strong focus on people and talent development – robust succession plans in place for all key roles
- Board focus - help the executive: achieve target outlooks; build sustainable long-term value through R&D; and in parallel drive confidence and deliver significant shareholder value

Board focus in 2024





Remuneration Committee Chair Update