GSK strategy
Focus on innovation and portfolio optimisation to maximise returns

Grow
a diversified global business

Deliver
more products of value

Simplify
the operating model

- ~£4bn annual OE/major change savings*
- New programme: £1bn annual cost savings by ’17**
- Plus structural savings: ~£300m in 2013, ~£200m in 2014

Non US/EU sales:
26% in 2008
39% in 2013

10 major approvals in 2013-2014

* Not including £1bn of savings from proposed transaction with Novartis.
~£4bn includes £2.8bn of OE annual savings already delivered, £1bn of Major Change annual savings due to be delivered by 2016.
** Additional £1bn of Global Pharmaceutical savings announced at Q3 2014 results.
Proposed Novartis transaction

Accelerates GSK strategy to generate sustainable, broadly sourced growth

- **Substantially strengthen two of our core businesses**
  - Creating a new global leader in Consumer Healthcare
  - Strengthening global leadership in Vaccines
  - Realising attractive value for oncology business now

- **Creates stronger, higher quality earnings profile**
  - Accretive to core EPS from the first full year post completion, with growing contribution from 2017 from cost savings and new growth opportunities
  - Expect annual cost savings of ~£1.0bn by year 5; ~50% by year 3

- **Drives significant value for shareholders**
  - Capital return of £4.0bn in 2015 (~6% reduction in shares), funded by net after-tax proceeds of $7.8bn

- **On track for completion in H1 2015**
Leadership in 3 core businesses
World class franchises driving better balance and quality of earnings

**Consumer ~25%***

#1 OTC globally

Total consumer market ~$73bn, growing at ~4% p.a.
- 19 $100m+ brands
- #1 or 2 in core categories
- #1 in 36 geographical markets

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*Percentage of sales based on 2013 Pro-forma of GSK post transaction with Novartis
Source: Internal and external data, Euromonitor, Visiongain, Evaluate Pharma.
# Leadership in 3 core businesses

World class franchises driving better balance and quality of earnings

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~$26bn market growing at mid single digit
- Comprehensive offering in paediatrics; around 50% of global market
- >20 vaccines in development

### Recommended Immunizations by US CDC

<table>
<thead>
<tr>
<th>Vaccine</th>
<th>Pediatric</th>
<th>Adult</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diphtheria, tetanus, &amp; acellular Pertussis (DTaP)</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Haemophilus influenzae type b (Hib)</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Hepatitis A</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Hepatitis B</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Human papillomavirus (HPV)</td>
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<td></td>
</tr>
<tr>
<td>Inactivated Polio (IPV)</td>
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<td></td>
</tr>
<tr>
<td>Influenza</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Rotavirus</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Tetanus, diphtheria, pertussis (Tdap)</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Meningococcal Disease (pediatric and adult)</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Measles, Mumps, Rubella (MMR)</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Pneumococcal</td>
<td>✓</td>
<td></td>
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<tr>
<td>Varicella</td>
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<td>Zoster (adult)</td>
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Late stage development programme including GSK’s MMR and Zoster Vaccines, Meningococcal Serogroup B (Bexsero) and MenABCWY combination post transaction

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* Percentage of sales based on 2013 Pro-forma of GSK post transaction with Novartis

Source: Internal and external data, Euromonitor, Visiongain, Evaluate Pharma.
Leadership in 3 core businesses
World class franchises driving better balance and quality of earnings

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</tr>
<tr>
<td>including:</td>
<td></td>
</tr>
</tbody>
</table>

| HIV | 5%* |

* Percentage of sales based on 2013 Pro-forma of GSK post transaction with Novartis

Source: Internal and external data, Euromonitor, Visiongain, Evaluate Pharma.
ViiV

Industry leading launch for dolutegravir

US TRx Comparison: 70 Weeks Post Tivicay/DTG Launch

Source: IMS
Tivicay launch has been strong across all reimbursed markets.

Days on Therapy (DOT) share – selected LOCs

Source: IMS
ViiV Healthcare positioned for sustained growth

TRIUMEQ
- Position TRIUMEQ as the STR with the “3rd Agent of choice”

TIVICAY
- Establish DTG as the “3rd Agent of choice”

DBRs*
- Expand to new patient groups through DBR platform

Establish DBRs at “Heart of Care”

SIREN

SINGLE Bioequivalence

SAILING

SPRING2

FLAMINGO

ARIA (women)
- Pregnancy study

P1093 (paediatrics)
- 2nd line study
- TB co-infection
- NEAT PI Switch
- STRIIVING

DTG + RPV

*Dolutegravir based regimes
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~25%*

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~14%*

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**Pharma**
~61%*

including:

**HIV**
5%*

#2 globally

~$20bn market growing at ~8% p.a.

**Respiratory**
27%*

#1 global position

~$29bn market growing at ~2% p.a.

* Percentage of sales based on 2013 Pro-forma of GSK post transaction with Novartis
Source: Internal and external data, Euromonitor, Visiongain, Evaluate Pharma.
Continued market leadership in Respiratory
Access continues to build

$29bn global respiratory market

- Breo Ellipta approved & launched
  US coverage January 2015
  ~64% Commercial
  ~76% Part D

- Anoro Ellipta approved & launched
  US coverage January 2015
  ~78% Commercial
  ~65% Part D

- Incruse Ellipta launch underway

- Arnuity Ellipta launching Jan 2015

- 5 additional products in late stage development
  - mepolizumab severe asthma and COPD
  - ICS/LABA/LAMA closed triple
  - VI monotherapy
  - ICS/LAMA
  - MABA

33% GSK share of global market

Anoro Ellipta allows access to bronchodilator market
Emerging Markets
Strong, growing footprint outside US & Europe

40% of GSK’s business is outside the US & Europe*

* Per Q3 results: 9M 2014 Group sales £16,820m, of which £6,775m is outside US and Europe
** Excluding vaccines.

Pharma**
EM +9%
Japan +5%

Vaccines
EM +11%

Consumer
ROW +3%

* Per Q3 results: 9M 2014 Group sales £16,820m, of which £6,775m is outside US and Europe
** Excluding vaccines.
Group sales; CER growth rates; % of GSK
Delivering more products of value
Sustained flow of new products over the last two years

Major approvals 2013-2014:

- Breo / Relvar Ellipta
- Anoro Ellipta
- Incruse Ellipta
- Arnuity Ellipta
- Mekinist
- Tafinlar
- QIV ‘flu
- Eperzan / Tanzeum
- Tivicay
- Triumeq

Other recent late stage milestones include:

- Breo
  - Asthma filed (US)
- mepolizumab
  - Severe asthma filed
- Herpes Zoster Vx
  - Positive Ph III (Dec 2014)
- mepolizumab
  - Phase III start (COPD)
- Iosmapimod
  - Phase III start (ACS)
- Closed triple
  - Phase III start (COPD)
Delivering more products of value
Sustained flow of new products into the future

2015 milestones include:

<table>
<thead>
<tr>
<th>Product</th>
<th>Milestone Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Combi-d</td>
<td>Read out expected early 2015</td>
</tr>
<tr>
<td>Breo</td>
<td>Asthma PDUFA April</td>
</tr>
<tr>
<td>Breo</td>
<td>SUMMIT COPD mortality study</td>
</tr>
<tr>
<td>Sirukumab</td>
<td>RA ph III data 2015</td>
</tr>
<tr>
<td>Mepolizumab</td>
<td>Severe asthma decision</td>
</tr>
</tbody>
</table>

Multiple Phase II/III assets with significant potential, including:

<table>
<thead>
<tr>
<th>Product</th>
<th>Disease Area</th>
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<tr>
<td>Mepolizumab</td>
<td>Severe asthma</td>
</tr>
<tr>
<td>Sirukumab</td>
<td>RA</td>
</tr>
<tr>
<td>Cabotegravir</td>
<td>HIV</td>
</tr>
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<td>Losmapimod</td>
<td>ACS</td>
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<tr>
<td>Closed triple</td>
<td>COPD</td>
</tr>
<tr>
<td>‘863</td>
<td>anaemia</td>
</tr>
<tr>
<td>‘273</td>
<td>ADA-SCID</td>
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Early clinical development opportunities include first-in-class molecules in:

<table>
<thead>
<tr>
<th>Disease Area</th>
<th>Molecules</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oncology and immuno-inflammation</td>
<td>BETi, EZH2 and LSD-1</td>
</tr>
<tr>
<td>Respiratory</td>
<td>PI3Kδ</td>
</tr>
<tr>
<td>Cardiovascular diseases</td>
<td>TRPV4</td>
</tr>
<tr>
<td>Inflammatory diseases</td>
<td>RIP-1 &amp; 2 kinases</td>
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</table>
Business highlights

**Challenges**
- US respiratory pricing / contracting
- Lovaza generics
- Consumer supply

**Strong performances**
- EM (+9% for 9M)
- Japan (+5% for 9M)
- ViiV (+12% for 9M)

**Priorities include**
- NVS transaction supporting three pillar Rx / Cx / Vx business
- Increasing access & sales of newly launched products
- Pipeline progression on many fronts

**Looking ahead**
- New OE savings
- Respiratory expected to return to growth in 2016
- Exploring potential minority IPO for ViiV

2014

2015-2016

2014

2015-2016
Returns to shareholders

- £34bn*
  Cash already returned to shareholders since 2008

- £4bn
  returned in ’14*
  2014 Dividend
  Expect 80p (+3%)

- £8bn
  expected in ‘15
  Including £4bn from NVS transaction**

* 2014 returns include payment of Q2 dividend in October 2014
** 2015 returns assumes positive readout of Combi-d
Two recent examples

Malaria

30 years and counting

- First ever vaccine candidate filed for malaria in July 2014
- Developed in partnership with PATH Malaria Vaccine Initiative, supported by grants from the Bill & Melinda Gates Foundation
- It is expected to be used in some of the world’s poorest countries so we’ve committed to make it available at a not-for-profit price

Ebola

Responding to a crisis

- Phase I trials already underway in the USA, UK, Switzerland and Mali
- Large scale efficacy trials due to start in Africa in the coming weeks
- Working closely with the WHO and other partners to support the humanitarian response and accelerate the development of our investigational vaccine

“This is an unprecedented pace of development. We are literally doing in maybe five or six months what would normally take five or six years…”

Andrew Witty, GSK CEO
Cautionary statement regarding forward-looking statements

Under the safe harbor provisions of the US Private Securities Litigation Reform Act of 1995, the company cautions investors that any forward-looking statements or projections made by the company, including those made in this document are subject to risks and uncertainties that may cause actual results to differ materially from those projected.

Nothing in this document should be construed as a profit forecast.