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, 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 FY 2017. 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 our second quarter 2018 earnings release on page 39 and Annual Report on Form 20-F for FY 2017.

All expectations and targets regarding future performance should be read together with “Assumptions related to 2018 guidance and 2016-2020 outlook” on page 40 of our second quarter 2018 earnings release.
Global leader in Consumer Healthcare

- >£7.8 billion net sales¹
- Competitive geographic footprint
- Attractive returns
- Proven track record of delivery
- Strong portfolio
- Strong and increasing capabilities

¹ 12 month net sales year ending 31 December 2017
Leadership positions in key categories and segments
Competing in a £135 billion global market

<table>
<thead>
<tr>
<th>Global leadership</th>
<th>Regional leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OTC</strong></td>
<td><strong>Skin Health</strong></td>
</tr>
<tr>
<td>#1 in global respiratory&lt;sup&gt;1&lt;/sup&gt;</td>
<td>Regional leader in skin health&lt;sup&gt;1 &amp; 3&lt;/sup&gt;</td>
</tr>
<tr>
<td>#1 in global pain relief&lt;sup&gt;1&lt;/sup&gt;</td>
<td>#2 in Asia Pacific nutrition market&lt;sup&gt;3&lt;/sup&gt;</td>
</tr>
<tr>
<td><strong>Oral Health</strong></td>
<td><strong>Nutrition</strong></td>
</tr>
<tr>
<td>#1 in therapeutic oral health&lt;sup&gt;2&lt;/sup&gt;</td>
<td></td>
</tr>
</tbody>
</table>

1. OTC Nicholas Hall DB6 Data 2017 2. GSK estimate based on Euromonitor and Nielsen data 3. Euromonitor data 2017
Global leader in OTC and therapeutic oral health

Competing in a £135 billion global market, including Skin and Nutrition

£99bn OTC market
Market share (%)¹

- gsk: 4.3
- Bayer: 4.1
- Sanofi: 4.1
- Johnson & Johnson: 4.1
- Pfizer: 3
- Reckitt Benkiser: 2.5
- P&G: 1.9

Top 5: 19.6%

£22bn Oral care market
Market share (%)²

- Colgate: 26.6
- P&G: 17.2
- gsk: 9.9
- Unilever: 6.6
- Johnson & Johnson: 5.5

Top 5: 65.8%

1. Nicholas Hall DB6 Global Marketer Data 2017
2. Euromonitor Data 2017
Consumer healthcare trends
Positive long-term drivers

Increasing health awareness and self care
77%¹ of consumers want to take more control over decisions about their health

Ageing population
1.4 billion² aged 60+ by 2030, an increase of 0.5 billion vs 2015

Emerging middle class
Almost 2.4 billion³ more emerging middle class consumers by 2030 vs 2015

Innovation
Unmet consumer needs (switches, products, formats, channels, devices)

Industry dynamics

Sources of short-term variability

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seasonal</td>
<td>Timing and strength of allergy and cough/cold season</td>
</tr>
<tr>
<td>Switches</td>
<td>Growth followed by private label entry</td>
</tr>
<tr>
<td>Emerging market dynamics</td>
<td>Economic variability (e.g. Brazil, Saudi Arabia)</td>
</tr>
<tr>
<td></td>
<td>Government regulatory changes (e.g. Indian GST and demonetisation)</td>
</tr>
</tbody>
</table>

Emerging trends

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phenomenal digital opportunity</td>
<td>100 billion Google healthcare searches each year</td>
</tr>
<tr>
<td>e-commerce</td>
<td>A challenge and an opportunity</td>
</tr>
<tr>
<td>Emergence of local brands</td>
<td>Increased quality of local competition</td>
</tr>
</tbody>
</table>
Our Consumer Healthcare priorities

Our purpose:
to help people do more, feel better, live longer

Our strategy:
meet the everyday healthcare needs of consumers by building consumer preferred and expert recommended brands, differentiated by science and insight-driven innovation

Our priorities:

**Innovation**
- Brilliant execution of launches
- Strong, differentiated pipeline of consumer-led, science-based innovation and claims

**Performance**
- Sustained above market growth
- Competitive cost structure, margin and cash flow

**Trust**
- Reliable supply
- Improved reputation
- Highly engaged employees
A winning strategy for growth

Sustained above-market growth and strong operating margin progression

Performance

Building consumer preferred and expert recommended brands

Winning with shoppers, customers and experts

Accelerate Emerging Market growth

Seizing the digital opportunity

Drive gross margin improvement, operational efficiencies & cash discipline
Building consumer preferred and expert recommended brands

Power and core brands driving >90% of growth

**Power brands**

- Strong right to win
- Higher gross margin
- Global presence in >70 markets

**Core brands**

- Right to win locally
- Ability to be more nimble
Building consumer preferred and expert recommended brands

Sensodyne: >£1 billion net sales and over ten years of double-digit growth

Sensodyne vs Toothpaste market
Sales indexed to 2007¹

1. Euromonitor Data, CER
Building consumer preferred and expert recommended brands

Voltaren: creating the world’s leading topical analgesic, >£600 million net sales

Voltaren vs Pain market
Sales indexed to 2007

1. Nicholas Hall DB6 CER

1st Rx to OTC switch
1st systemic launch
1st patch launch
1st 12 hour launch
Launch of Global Pain Index
Voltaren and Panadol regimen
No mess launch


Voltaren: >£600 million net sales
Pain Market ex. Voltaren: +11% CAGR
Voltaren: +4% CAGR
Winning with shoppers, customers and experts

Role of the expert is critically important

- Driving dental recommendation
- Improving sales force execution
- Business partner to retailers
- Distribution management

70% of OTC brands globally sold in pharmacies and drug stores

70% of trial for Sensodyne is driven by dentist recommendation

1. 2017 Nicholas Hall 2. US DHCP study
Winning with shoppers, customers and experts

Go-to-market approach varies substantially by market

Germany – pharmacy
>50% of sales through independent pharmacies

India – distributors
800,000 stores covered by GSK sales force with onward distribution to >4 million

United States – mass retail
~70% of sales through top 6 customers

eCommerce
2% of global OTC sales\(^1\) and 5.8% of total FMCG sales\(^2\)
More developed in some markets like US and China

1. Euromonitor 2. Kantar World Panel: June 2018
Drive gross margin improvement, operational efficiencies & cash discipline

- Brands
- Innovation
- Capabilities
- Technology
- Infrastructure

Net Revenue Management
- Cost and Cash Discipline
- Strategic Resource Allocation
- Supply Chain Efficiencies
Delivering sustained above-market growth with strong margin progression

1 At 2017 constant exchange rates. Expected 20%+ operating margin by 2020 at 2015 constant exchange rates.

Approaching mid 20% by 2022

<table>
<thead>
<tr>
<th>Year</th>
<th>Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2015</td>
<td>11.3%</td>
</tr>
<tr>
<td>FY 2016</td>
<td>15.5%</td>
</tr>
<tr>
<td>FY 2017</td>
<td>17.7%</td>
</tr>
<tr>
<td>H1 2018</td>
<td>19.4%</td>
</tr>
<tr>
<td>2022</td>
<td></td>
</tr>
</tbody>
</table>
Seizing the digital opportunity

Marc Speichert
SVP Digital, GSK Consumer Healthcare
Seizing the digital opportunity

Digital is half of all media consumption

When consumers go online, they consider 40% more brands

Almost half of offline sales are influenced by online information

5.8% total FMCG sales via eCommerce (~2% for OTC)

Building more meaningful consumer connections to fuel brand growth through data driven marketing
Our priorities

1. Upgrade media ROI
   - Drive financial efficiency from Digital media

2. Boost eCommerce
   - Step change sales with omni-channel tactics

3. Efficient content
   - Deliver best in class creative effectively

+ Spark disruption
   - Start small in disruptive bet areas

ENABLER: Building capabilities to achieve best in class digital IQ
Voltaren Germany
Dynamic and sequential ads
Our priorities

**ENABLER**: Building capabilities to achieve best in class digital IQ

1. Upgrade media ROI
   - Drive financial efficiency from Digital media

2. Boost eCommerce
   - Step change sales with omni-channel tactics

3. Efficient content
   - Deliver best in class creative effectively

+ Spark disruption
   - Start small in disruptive bet areas
Boost eCommerce
Building best in class executional capability that drives brand growth

**drive**

**Findability**
Keyword optimisation drives organic search improvements

**improve**

**Conversion**
Content that informs and builds trust and equity to drive purchase

**accelerate**

**Performance**
Category activations drive traffic and fuel organic efforts
Alli growing share through eCommerce activation

alli Diet Pills for Weight Loss, Orlistat 60 mg Capsules, Refill Pack 120 count by alli

About the product
- alli is an FDA approved weight loss supplement that helps block about 25 percent of the fat you eat from being absorbed
- Acts as an effective weight loss product and diet pill for both women and men
- For every 5 pounds you lose through diet and exercise, alli can help you lose 2 to 3 more pounds
- alli weight loss supplement works in the digestive tract and is minimally absorbed into the bloodstream, so there are no direct effects on the cardiovascular or central nervous system
- alli capsules are a weight loss pill for overweight adults, 18 years and older, when used along with a reduced calorie and low fat diet

Price: $56.90 ($0.47 / Count) S&H: $5.99 (15%)  FREE Shipping Details
✓ prime | Try Fast, Free Shipping *
In Stock. Ships from and sold by Amazon.com.

2 Sizes: 120 Count
- Select in 60 Count
- Select in 120 Count

Select in 120 Count
- Select in 120 Count

Select in 60 Count

Subscribe & Save
- 5% now and up to 15% on auto-deliveries when you subscribe to 5 or more products.

Learn more *
Get it Thursday, Aug 30

One-Time Purchase
- $50.99 ($0.43 / Count)
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**ENABLER**: Building capabilities to achieve best in class digital IQ
Headache visualisations / GIFS for social platforms

Instagram Stories
Digital programmatic video
Excedrin pre-roll followed by contextually relevant video
The special editions
Messaged via social, digital and earned (PR) media
Our priorities

**1. Upgrade media ROI**
- Drive financial efficiency from Digital media

**2. Boost eCommerce**
- Step change sales with omni-channel tactics

**3. Efficient content**
- Deliver best in class creative effectively

**+ Spark disruption**
- Start small in disruptive bet areas

**ENABLER:** Building capabilities to achieve best in class digital IQ
Bringing the outside in: Digital Advisory Board

Saj-Nicole Joni
CEO
Cambridge International Group

Dana Anderson
Chief Transformation Officer
MediaLink

Rudina Seseri
Founder and Managing Partner
Glasswing Ventures

Bina Chaurasia
Chief People Officer
Tanium

Dinesh Lathi
Chairman of the Board of Directors
Tailored Brands

Shelly Palmer
Chief Executive Officer
The Palmer Group

Elle Todd
Partner and Head of Olswang’s Digital and Data

Karenann Terrell
Chief Digital & Technology Officer
GSK (ex Walmart CIO)
Consumer led, science based innovation

Richard Slater
SVP R&D, GSK Consumer Healthcare
Building a competitive advantage through consumer-led, science-based innovation

Innovation

- Integrated category and R&D innovation hubs
- Scientific and technical excellence
- Novel packaging, sensorials and claims
- Emerging markets and digital innovation
- External innovation and partnerships
Integrated innovation hubs

Co-located commercial and R&D facilities in 6 key locations

New Jersey
- Rx/OTC Switch
- Regulatory/Medical

London
- Oral Health
- Skin Health

Switzerland
- Respiratory
- Pain Relief

China
- EM focus

Singapore
- Nutrition and Digestive Health

India
- EM focus
Scientific and technical excellence
Scientific and technical excellence

More than 25 years Rx-to-OTC switch expertise
Nine >$100m US switches
Novel packaging, sensorials and claims
Innovating for our emerging market consumers
Digital Innovation

• Connected devices, platforms and business models
• Going beyond treatment
Accelerating our external innovation and partnerships

- 30 innovation partnerships signed YTD 2018
- 5-fold increase in external pipeline value
- Embedded, co-located teams in our hubs
- A key enabler of digital innovation
Delivering strong innovation
Sampling of key launches YTD 2018

>20 new ‘first market’ launches and >150 global project rollouts

Oral Health
- Sensodyne Rapid Relief
- Parodontax Complete Protection
- Polident Max Seal
- Polident Double Power
- Polident Clean & Refresh Wipes

Respiratory
- Theraflu Powerpods
- Otrivin Unblock & Heal

Respiratory
- Tums Gas Relief

Pain Relief
- Voltaren No Mess Applicator

Nutrition
- Horlicks Protein

Digestive Health
- Tums Gas Relief
GSK Consumer Healthcare
meeting everyday healthcare needs
and delivering shareholder value
A winning strategy for growth and strong operating margin progression

**Innovation**
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**Trust**
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- Improved reputation
- Highly engaged employees

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5 year sales CAGR: low-to-mid single digit\(^1\)
Adjusted operating margin: Approaching mid 20% by 2022\(^2\)

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1. The CAGRs are 5 years to 2020, using 2015 pro-forma as the base for sales. 2. At 2017 constant exchange rates. Expected 20%+ operating margin by 2020 at 2015 constant exchange rates.
Q&A