

Annual Governance Meeting

17 December 2020



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 FY 2019 and any impacts of the COVID-19 pandemic. 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 third quarter 2020 earnings release and Annual Report on Form 20-F for FY 2019.

All expectations and targets regarding future performance and the dividend should be read together with "Assumptions related to 2020 guidance and 2016-2020 outlook" on page 63 of our third quarter 2020 earnings release.

Welcome and Introductions



Q&A etiquette

Please either use raise hands function to ask a question

Or

Log a question for the Q&A session at the end by typing into Slido

Annual Governance Meeting



Agenda



- 1 Welcome and Introductions**
 - 2 Chairman's Report**
 - 3 Committee Chair and other Reports**
 - Corporate Responsibility
 - Science
 - Remuneration
 - Workforce Engagement Director
 - Audit & Risk
 - Audit Partner
 - Senior Independent Director
 - 4 Questions**
-

Board

Executive Directors



Emma Walmsley
CEO



Dr Hal Barron
CSO



Iain Mackay
CFO

Non-Executive Directors



Sir Jonathan Symonds
Chairman



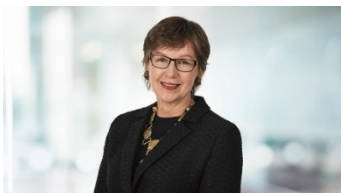
Vindi Banga
Senior Independent Director



Charles Bancroft
Financial Expert
Audit & Risk Committee Chair
Designate



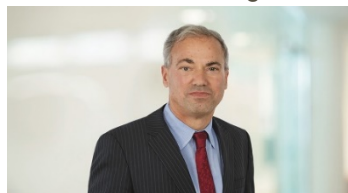
Dr Vivienne Cox
Workforce Engagement
Director



Lynn Elsenhans
Corporate Responsibility
Committee Chair



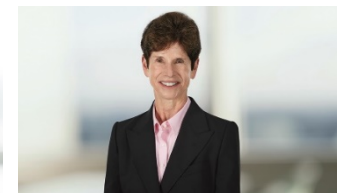
Dr Laurie Glimcher
Scientific & Medical Expert



Dr Jesse Goodman
Science Committee Chair &
Scientific & Medical Expert



Urs Rohner
Remuneration Committee
Chair



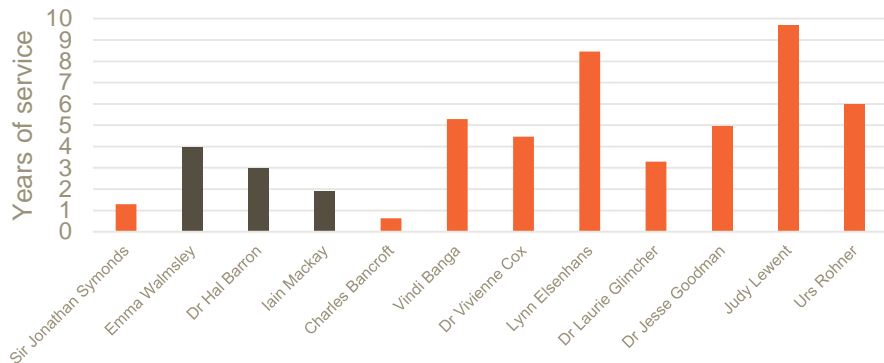
Judy Lewent
Audit & Risk Committee
Chair & Financial Expert

Board Composition

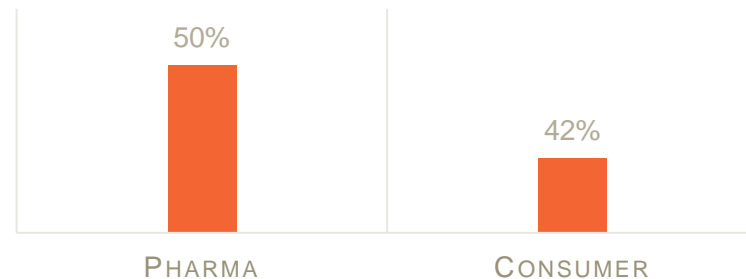


Tenure, Skills & Diversity

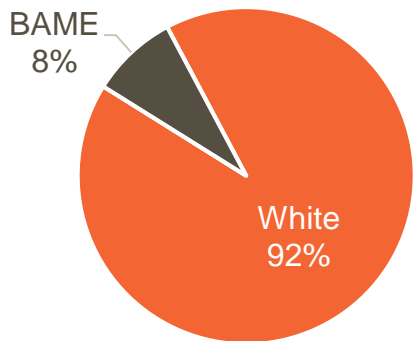
Tenure in Years



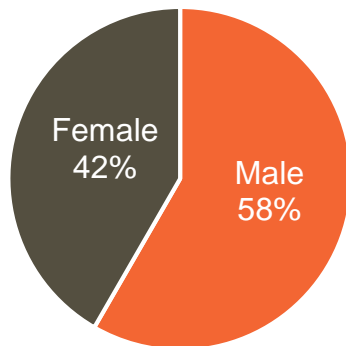
Sector Experience



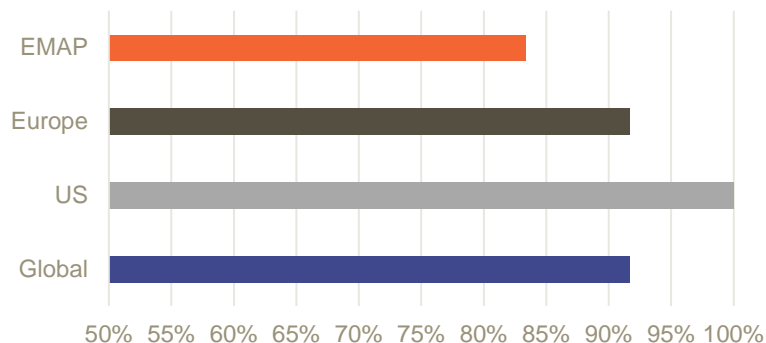
Ethnicity



Gender



Geographical Experience



Chairman's Report



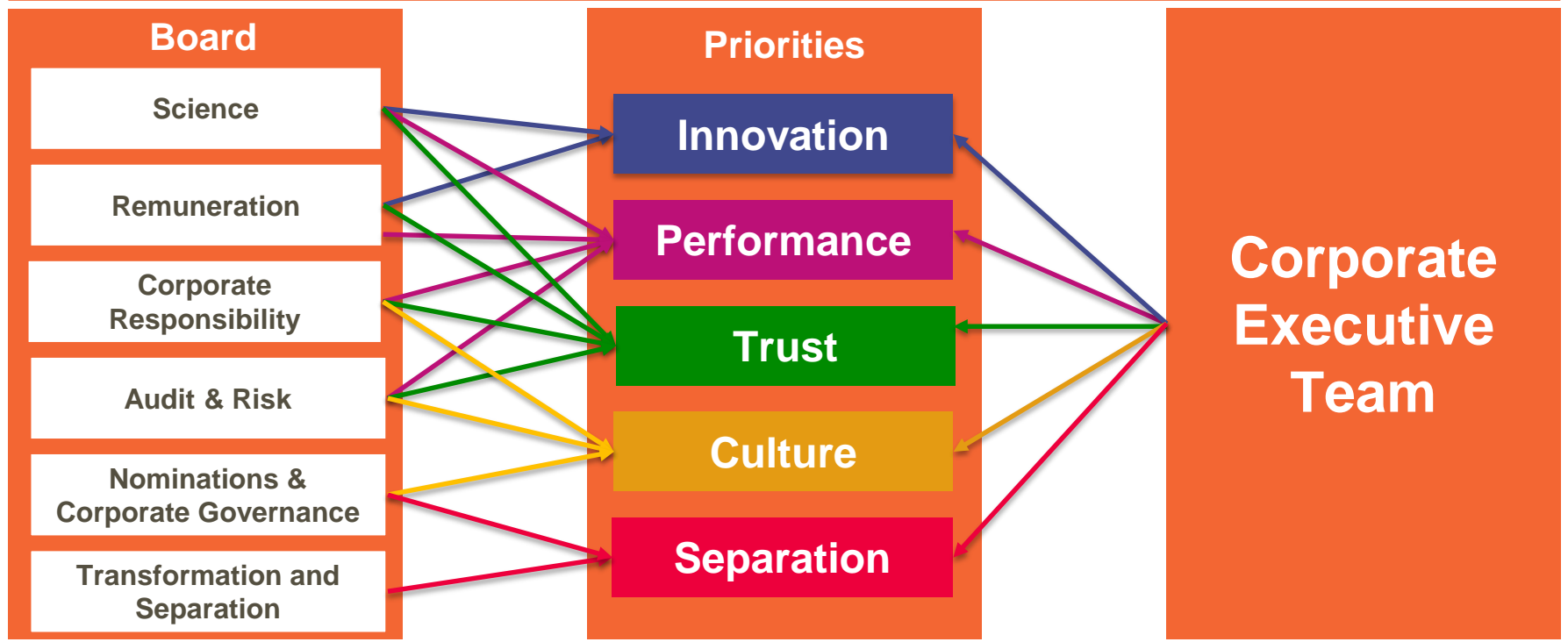
Sir Jonathan Symonds – Chairman

- **Board work in 2020 has focussed on ensuring with Management that there is:**
 - Clarity on Strategy execution and operational priorities
 - Ensuring the Board Committee architecture allows for deep oversight and challenge of priorities
- **Board and Management aligned on strategic priorities and metrics**
- **Committee architecture enhanced:**
 - Science Committee more closely aligned to the R&D strategy
 - Transformation & Separation Committee to oversee separation and creation of competitive cost base
 - CR Committee role significantly enhanced to cover ESG – COVID policies, I&D and Environmental/Sustainability targets
- **Enterprise risks will be led by ARC but covered in more detail by appropriate Committee**
- **Nomination & Corporate Governance Committee managing Board Succession**
 - CR Committee Chair/Third Scientific Medical Expert Board member
 - Planning for separation
- **2020 Board review to further improve Board effectiveness**

Board alignment, governance and oversight



Full alignment of Board, its Committees and Management on Key Priorities



Corporate Responsibility Committee



Lynn Elsenhans – Committee Chair

- Supporting the Board’s oversight of:
 - Trust and Culture elements of our Innovation, Performance, Trust and Culture priorities
 - Aligning our Trust agenda to GSK’s Purpose and Strategy
 - Enterprise risks specific to Committee’s remit:
 - Environment, Health & Safety
 - Product Quality
 - Non-Promotional Engagement
 - Environmental Sustainability
 - Supply Continuity
 - The E and S of ESG
 - New environmental targets: net zero impact on climate & net positive impact on nature
 - Inclusion and Diversity
 - Employment Practices and Health & Safety
 - COVID-19

We have two new ambitious goals for 2030



Net zero impact on climate.

- **100%** renewable electricity
- Scope **1+2** all operations
- Biopharma - **scope 3**
- Consumer - **scope 3** selected brands/formats



Net positive impact on nature.

- Reduce water use **20%**
- Operational waste reduced
- **100%** materials sustainably sourced
- Zero impact active pharma ingredients
- Positive impact on biodiversity
- **25%** environmental impact reduction for products and packaging

Healthy planet, healthy people



Science Committee



Dr Jesse Goodman – Committee Chair

- Renewed focus on Science and Innovation
- Reviews and Deep-Dives into scientific themes including:
 - AI/ML
 - Human Genetics & Genomics
 - Vaccines
 - Oncology
- Assessment of GSK’s response to COVID-19, including potential vaccines and treatments
- Pipeline progress
- Business development and strategic partnerships including collaborations with:
 - Pan-TB: novel treatment for TB
 - IDEAYA: synthetic lethality
 - CureVac: Messenger RNA (mRNA) technology
 - Vir

Remuneration Committee



Urs Rohner – Committee Chair

New Policy – thank you for your support

Wider workforce pay:

- Met with Human Resources Business Leaders

We discussed:

- enterprise-wide themes for employees
- different pay levels & cultures in different markets
- moving key talent between markets, and
- handling needs of the workforce of the future coming into GSK



Break

(10 minutes)

Workforce Engagement Director (WED)



Dr Vivienne Cox

- WED programme setting & impact of COVID-19
- Inclusion & Diversity - EMBRACE / Mosaic Employee Resource Groups
- 2020 Employee Survey Results – highest ever engagement level 84%
- Employee feedback gathered and Board briefed
- Virtual engagement programme:
 - US Commercial Oncology Team
 - Consumer Healthcare, Weybridge UK
 - AI & Machine Learning (R&D), multi-site
 - Development team within R&D, multi-site

Audit & Risk Committee (ARC)



Judy Lewent – Committee Chair

- Financial reporting & controls
- Changes to our Commercial Model: HCP engagement & SFI programme
- COVID-19 impact including cyber security resilience
- Internal controls, Risk management & Enterprise risks
- Data analytics and key risk indicators
- Comments on my time as ARC Chair
- New ARC Chair – introducing Charlie Bancroft

Audit & Risk Committee

Deloitte Audit Partner perspectives



- Audit approach and team
- Areas of audit focus
- Use of analytic tools / technology
- Future developments in auditing

Senior Independent Director



Vindi Banga

- Perspectives on 2020
- Role and contribution of Non-Executive Directors
- Board dynamics



Questions



Thank you