Delivering attractive growth in **EMEA & LATAM** and leveraging leadership in Pharmacy

Filippo Lanzi

28 February 2022
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All outlooks, targets, ambitions and expectations regarding future performance and the dividend, as well as the medium term outlooks and 2022 considerations, should be read together with this disclaimer and the Appendix at the end of this Presentation.
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Unless otherwise stated, statements of market position are on the basis of sales to consumers in the relevant geographic market or product category in 2020, as reported by: (i) in the case of statements relating to OTC/VMS, Nicholas Hall's DB6 Consumer Healthcare Database at manufacturer's selling prices; and (ii) in the case of statements relating to Oral Health, Euromonitor Passport at manufacturer's selling prices. The value of a geographic market or product category and market size are provided on the basis of sales to consumers in 2020 in the relevant market or product category, as reported by: (i) in the case of statements relating to OTC/VMS, Nicholas Hall’s DB6 Consumer Healthcare Database at manufacturer’s selling prices; and (ii) in the case of statements relating to Oral Health, Euromonitor Passport at manufacturer’s selling prices.

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A number of Adjusted measures are used to report the performance of our business, which are non-IFRS measures. Adjusted results, CER and other non-IFRS measures may be considered in addition to, but not as a substitute for or superior to, information presented in accordance with IFRS. These measures are defined and set out in the “Glossary” slide at the end of this presentation. Reconciliations to the nearest IFRS measure are included in the Appendix and will be provided as part of the Haleon prospectus.
Leader in EMEA & LATAM, a region with compelling opportunities for growth

Attractive and balanced growth profile of Developed and Emerging Markets

Positioned to outperform:

- Expanding Therapeutic Oral Health and increasing relevance of OTC brands to drive household penetration
- New and emerging opportunities to unlock VMS growth and maximise full potential of Emerging Markets
- Strong execution across channels with leadership in Pharmacy, #1 channel
EMEA & LATAM: Scale, diversity and opportunity

Home to:

44% of the world’s population

37% of the world’s GDP

Source: World Bank, 2020
EMEA & LATAM business overview

£3.9bn revenue
10,600 employees
1 R&D centre

41% of global Haleon revenue
13 manufacturing sites
7 Business Units

Revenue
- Oral Health: 34%
- VMS: 10%
- Emerging Markets: 44%
- Developed Markets: 56%
- Pain Relief: 28%
- Respiratory Health: 14%
- Digestive Health & Other: 14%

Key Brands

All data points sourced from GSK Internal data
2021 Haleon revenue
A leader in a c.£56bn growing market: EMEA & LATAM

<table>
<thead>
<tr>
<th>Market size % of total</th>
<th>Haleon share %</th>
<th>Key Brands</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oral Health(^1)</td>
<td>£10bn 18%</td>
<td>#3 15% share</td>
</tr>
<tr>
<td>VMS(^2)</td>
<td>£13bn 23%</td>
<td>#3 4% share</td>
</tr>
<tr>
<td>Pain Relief(^2)</td>
<td>£7bn 12%</td>
<td>#1 15% share</td>
</tr>
<tr>
<td>Respiratory Health(^2)</td>
<td>£9bn 16%</td>
<td>#1 7% share</td>
</tr>
<tr>
<td>Digestive Health(^2)</td>
<td>£5bn 9%</td>
<td>#6 3% share</td>
</tr>
</tbody>
</table>

Key Brands:
- #1 Sensitive Toothpaste brand: Sensodyne
- #1 Denture Care brand: Polident
- #1 VMS brand: Centrum
- #1 OTC brand: Voltaren
- #1 Topical Nasal Decongestant brand: Otrivin

\(^1\) Data source for Oral Health is Euromonitor ‘Oral Care’ 2020, market sizes based on MSP, market share based on RSP. Market size and Haleon share rounded to nearest %.

\(^2\) Data sources for OTC/VMS and subcategories in N. Hall DB6 Consumer Healthcare database (MSP), store and internet sales, 2020; Note difference in total to categories above is Other which comprises smaller dermalogical brands, with a market value of c.£12bn

\(^3\) Sensitive toothpaste/Immune supplement is Company analysis based on IRI (2020) data.
EMEA & LATAM 3.9% 2-year CAGR with consistent margin expansion

Haleon portfolio revenue¹ (£bn)

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>£bn</td>
<td>3.9</td>
<td>3.9</td>
<td>3.8</td>
</tr>
</tbody>
</table>

Regional adjusted operating margin %⁴

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>19.1</td>
<td>21.1</td>
<td>24.8</td>
</tr>
</tbody>
</table>

Reported (£bn)²

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>£bn</td>
<td>3.9</td>
<td>4.1</td>
<td>3.9</td>
</tr>
</tbody>
</table>

Pricing / volume mix 2021 +3pts / +1pt

- Pricing driven by net revenue management initiatives
- Reshaped portfolio with focused divestments
- Margin expansion through Pfizer synergies, supply chain efficiencies, net revenue management initiatives, and disciplined A&P resource allocation

Haleon portfolio revenue growth³ (2019-2021 CAGR)

- 3.9%

Net COVID impact on revenue (2019-2021 CAGR)

- c.(1pt)

1 Haleon portfolio revenue. See glossary. 12 months of Pfizer brand revenues included in 2019, 2020 and 2021. Divested brand revenues excluded from 2019, 2020 and 2021.
2 Haleon reported IFRS revenue.
4 Haleon reportable segment adjusted operating margin
Strategy to outperform in EMEA & LATAM

- **Household penetration**
  - **Expand** Therapeutic Oral Health by driving further category growth
  - **Increase** relevance of our OTC brands

- **New and emerging opportunities**
  - **Unlock** VMS growth by leveraging scale and innovation
  - **Maximise** the full potential of our Emerging Markets presence

- **Strong execution and financial discipline**
  - **Lead in Pharmacy**, #1 channel, with strong execution across channels

- **Responsible business**
Leading in Therapeutic Oral Health, driving category growth in EMEA & LATAM

**Therapeutic driving growth in Toothpaste**

- **£5bn**
- **Growing c.6x**
  - Therapeutic: 30%
  - Mainstream: 70%

**Haleon leading the Therapeutic growth**

- **£0.9bn**
- **Driving c.74%**
  - Therapeutic: 81%
  - Mainstream: 19%

**Household penetration**

- Source: Euromonitor MSP 2020
- Euromonitor 2020 - #2 in Total Toothpaste EMEA, #3 in Total Toothpaste LATAM
- Company analysis - across EMEA & LATAM region, 2021

**#2 in Total Toothpaste**

**#1 in Therapeutic Toothpaste**
Expanding the Therapeutic Oral Health segment with Sensodyne

Penetration opportunity

Significant opportunity

Nearly 1 in 3 have experienced tooth sensitivity¹ and

1 in 3 have purchased a sensitivity product¹

SENSODYNE

c.30% overall market share in 2 markets²

11% average market share across the region with significant headroom²

Proven approach to drive growth and penetration

Meaningful and distinctive brands

driving sensitivity condition awareness

Category-driving innovation

Offering specialist solutions

Commercial excellence

Strong market execution

Expert advocacy

omnichannel expert engagement

+9%
CAGR 2011-21³

Household penetration

Penetration opportunity

1 Source: Oral Health Population Data – IPSOS Incidence Study Calculations 2015; figures are averages
2 Source: Euromonitor (2020)
3 GSK Consumer Healthcare segment sales
# Increasing relevance of our Pain Relief brands

## Category highly relevant to consumers

<table>
<thead>
<tr>
<th>Metric</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>£6.7bn</td>
<td>market¹</td>
</tr>
<tr>
<td>&gt;90%</td>
<td>18+ experience pain in a year²</td>
</tr>
<tr>
<td>1 in 3</td>
<td>suffer from weekly back pain²</td>
</tr>
<tr>
<td>1 in 5</td>
<td>suffer from weekly headaches²</td>
</tr>
</tbody>
</table>

## Haleon leading positions in key segments

<table>
<thead>
<tr>
<th>Metric</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>£1bn+</td>
<td>revenue³</td>
</tr>
</tbody>
</table>
| #1     | Topical Pain Relief¹  
|        | c.30% share in topical pain relief  
|        | c.2x> #3 in total pain |
| #2     | Systemic Pain Relief¹ |

¹ N. Hall DB6 Consumer Healthcare database (MSP) (2020)  
² GSK Global Pain Index 2017/2020 Research Report  
³ GSK Consumer Healthcare segment sales 2021
Driving growth across demographics and need states with Voltaren

Penetration opportunity

Across demographics and need states

Current Voltaren share of occasions¹

c.1 in 5
in back / neck pain

C.1 in 5
consumers 45-70 years old

8%
in total pain relief²

>20%
in 4 markets²

Proven approach to drive growth and penetration

Meaningful and distinctive brands

Across touchpoints in consumer journey

Category-driving innovation

Leveraging scientific distinctiveness

Commercial excellence

Help navigate by format/need state⁴/
price point

Expert advocacy

Reach and engage

Household penetration

¹ Internal analysis, DE, GB & IT, 2021
² Source: N. Hall 2020
³ GSK Consumer Healthcare segment sales 2021
⁴ Need state: consumer's motivation to purchase
Strong position in VMS with global and local brands

- **#1** VMS EMEA & LATAM
- **#1** Tonics & cure alls, Germany
- **#1** Vit B Brand, Italy
- **#2** Probiotics, Russia
- **#1** Minerals, Italy
- **#2** Calcium, Pakistan

Sources:

1. Source: N. Hall DB6 Consumer Healthcare database (MSP), store and internet sales, 2020
2. Source: Company analysis
Unlocking VMS growth by leveraging scale and innovation

Leveraging scale across markets

- Top 5 markets c.60% of revenue\(^1\)
- Available in 1/3\(^{rd}\) of markets served

Innovating across formats and need states

- c.18% 2019-2021 revenue CAGR\(^2\)

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1 Haleon revenue 2021
Maximise the full potential of our Emerging Markets presence

<table>
<thead>
<tr>
<th>OTC+VMS¹</th>
<th>OH²</th>
</tr>
</thead>
<tbody>
<tr>
<td>MEA</td>
<td>#1</td>
</tr>
<tr>
<td>LATAM</td>
<td>#2</td>
</tr>
<tr>
<td>Russia</td>
<td>#5</td>
</tr>
<tr>
<td>CEE</td>
<td>#1</td>
</tr>
</tbody>
</table>

44% revenue in Emerging Markets

4 out of 7 Focused Business Units

Extensive supply network

c.70% revenue from Power brands

Selective leverage of local strategic brands

**GrandPa**
#1 OTC
South Africa¹

**Bifiform**
#2 probiotics
Russia²

**ENO**
#1 antacid
Brazil³

1. Source: N. Hall DB6 Consumer Healthcare database MSP, store and internet sales, 2020
2. Euromonitor 'Oral Care' (2020)
MEA: Capitalising on leadership and potential

A large and diverse Business Unit

- >30 Countries
- 1.9bn Consumers

Outperforming

- Double digit revenue growth over the last 2 years\(^2\) growing 2X market\(^3\)
- c.£0.7bn revenue 2021\(^2\)
- >80% weighted distribution\(^4\) coverage

Across channels

1 World bank
2 Haleon Portfolio Revenue 2021
3 Company analysis based on external data (Nielsen, IQVIA) Aug 2021
4 Company analysis 2021. Weighted distribution: percentage of points of sale where a product is available, assigning to each point of sale, a weight proportional to its sales
Leading positions and proven capabilities to leverage MEA portfolio

**Strong positions**

- **Pain Relief**
- **Respiratory Health**
- **Oral Health**
- **VMS**

**Portfolio leverage**

- Panadol
- SENSODYNE
- c.50% revenue

**Strategic initiatives**

- **Expanding the portfolio**
  - Revenue +50% 2021 vs 2020
- **Leveraging local supply to drive innovation**
- **Strengthening route to market**

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1 Source: For OTC/VMS: N. Hall DB6 Consumer Healthcare database (MSP), store and internet sales, 2020;
2 Euromonitor ‘oral care’ (2020)
Strong route-to-market and commercial excellence across all channels

Pharmacy

c.60% of revenue\(^1\)
Haleon #1

Mass market

c.35% of revenue\(^1\)
Strong reach with
>80% weighted distribution\(^3\)

E-commerce

5% of revenue\(^1\)
Growing at c.30% per year\(^1\)

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\(^1\) Company analysis based on external data (Nielsen, IQVIA) YTD 2021
\(^2\) 2022 projection, GSK internal data
Leading in Pharmacy through continuous focus on commercial excellence

Haleon leader in Pharmacy, #1 channel

c.60% of total revenue\(^1\)

**Leading Account Management**

Proprietary Shopper Science Lab

Enhanced NRM capabilities

Brand Portfolio Architecture
Pact Price Architecture
Active Mix Management

Promotion Management
Trade Investment Management

**Strong Store Execution at Scale**

Customised CRM platform

AI based solution

Collection
Digitization
KPI Reporting

> 85% weighted distribution\(^2\)

c.1.6x size of #2 OTC competitor\(^2\)

**Distinctive HCP Engagement**

Reaching & engaging with HCPs in omni-channel

\(^1\) 2022 projection
\(^2\) Company analysis 2021
Running a responsible business, integral to all we do

Carbon
Sustainably sourced woodchips supply 77% of site heat at Dungarvan site\(^1\), >30% reduction in site’s carbon emission

Greener solutions
Sourcing model change in Turkey reducing CO\(_2\) emissions, equivalent to taking 154 cars off the road annually

Water
Cape Town site water consumption down by c.52%\(^2\)

GSK CH 1st carbon neutral brush in Germany

Plastic free packaging and Wood based Bioplastics; Bristles 100% renewable materials

\( ^1 \text{Average 2017-2021} \)
\( ^2 \text{Average 2010-2020} \)
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- Strong execution across channels with leadership in Pharmacy, #1 channel
Thank you
Assumptions and cautionary statement and regarding forward-looking statements

GSK cautions investors that any forward-looking statements or projections made by GSK, including those made in this announcement, are subject to risks and uncertainties that may cause actual results to differ materially from those projected. Such factors include, but are not limited to, those described in the Company’s Annual Report on Form 20-F for 2020, GSK’s 2021 Q4 Results and any impacts of the COVID-19 pandemic.

In outlining the medium term outlooks, growth ambitions and 2022 considerations for Haleon, GSK has made certain assumptions about the consumer healthcare sector, the different geographic markets and product categories in which Haleon operates and the delivery of revenues and financial benefits from its current product range, pipeline and integration and restructuring programmes. These assumptions, as well as the outlooks, ambitions or considerations (as applicable) for organic annual sales growth, adjusted operating margin expansion, dividend payout ratio, cash generation/conversion and deleveraging, assume, among other things, no material interruptions to the supply of Haleon’s products, no material mergers, acquisitions or disposals, no material litigation or investigation costs (save for those that are already recognised or for which provisions have been made), no material changes in the regulatory framework for developing new products and retaining marketing approvals, no material changes in the healthcare environment, no unexpected significant changes in Haleon’s end markets, no unexpected significant changes in pricing as a result of government, customer or competitor action, and no material changes in the impacts of the COVID-19 pandemic. These outlooks, ambitions and considerations also assume the successful delivery of the separation programme to deliver the demerger of Haleon and the realisation of its anticipated benefits. The outlook, growth ambitions and 2022 considerations are given at constant exchange rates.
## Haleon financial reporting considerations

### IFRS Income Statement

<table>
<thead>
<tr>
<th>Reportable segments</th>
<th>2021 (£m)</th>
<th>2021 (£m)</th>
<th>2021 (£m)</th>
<th>2021 (£m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>3,525</td>
<td>23.5%</td>
<td>3,877</td>
<td>24.8%</td>
</tr>
<tr>
<td>EMEA &amp; LatAm</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>APAC</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate &amp; Unallocated</td>
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<td></td>
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</table>

### Revenue² on a Category basis

1. See glossary for definition of Adjusted measures
2. Revenue, revenue growth, revenue growth at CER and organic revenue growth (see glossary for definition) will be published for the reportable segments and categories
Comparison of Haleon to GSK segment financials

Whilst a part of GSK, Haleon has historically been reported as an operating segment under IFRS 8 in GSK’s annual report and interim financial reporting (the “CH Segment”). The financial information presented above has been prepared in a manner consistent with the Historical Financial Information prepared in connection with the anticipated demerger and separation of Haleon from GSK and therefore differs both in purpose and basis of preparation to the CH Segment as presented historically in GSK’s financial reporting. As a result, whilst the two sets of financial information are similar, they are not the same because of certain differences in accounting and disclosure under IFRS.

These differences primarily include:

1. the inclusion in GSK’s segment reporting of certain distribution and local commercial activities performed by a limited number of other GSK Group entities in relation to Consumer Healthcare products
2. the basis of allocation of certain cost-sharing and royalty agreements as attributed by a limited number of other GSK Group entities for the purposes of GSK segment reporting
3. the inclusion of Horlicks and other Consumer Healthcare nutrition products in India and certain other markets in GSK segment reporting
4. the sale of Thermacare products until their disposal in 2020 which have been excluded from GSK segment reporting

Key figures (£m)

<table>
<thead>
<tr>
<th></th>
<th>Haleon1</th>
<th>GSK CH segment2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>8,480</td>
<td>9,892</td>
</tr>
<tr>
<td>Adjusted Operating Profit3</td>
<td>1,654</td>
<td>2,074</td>
</tr>
<tr>
<td>Adjusted Operating margin3</td>
<td>19.5%</td>
<td>21.0%</td>
</tr>
</tbody>
</table>

1. Haleon financial results
2. GSK Consumer Healthcare segment financial results
3. See glossary for definition of Adjusted measures
Revenue Reconciliation

Haleon portfolio growth reflects the growth of Haleon’s brands during the track record period.

### Revenue £bn

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue £bn</td>
<td>8.5</td>
<td>9.9</td>
<td>9.5</td>
</tr>
<tr>
<td>Growth %</td>
<td>n/a</td>
<td>16.7%</td>
<td>(3.5%)</td>
</tr>
<tr>
<td>Growth CER %</td>
<td>n/a</td>
<td>19.3%</td>
<td>1.0%</td>
</tr>
</tbody>
</table>

### Organic revenue growth %

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organic revenue growth %</td>
<td>n/a</td>
<td>2.8%</td>
<td>3.8%</td>
</tr>
</tbody>
</table>

### Haleon portfolio revenue £bn

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Haleon portfolio revenue £bn</td>
<td>9.3</td>
<td>9.6</td>
<td>9.5</td>
</tr>
<tr>
<td>Growth %</td>
<td>n/a</td>
<td>2.6%</td>
<td>(0.7%)</td>
</tr>
<tr>
<td>Growth CER %</td>
<td>n/a</td>
<td>4.9%</td>
<td>3.9%</td>
</tr>
</tbody>
</table>

### Revenue growth %

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue growth %</td>
<td>16.7%</td>
<td>(3.5%)</td>
</tr>
<tr>
<td>Organic growth adjustments of which:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Effect of acquisitions</td>
<td>(16.6%)</td>
<td>2.7%</td>
</tr>
<tr>
<td>Effect of divestments</td>
<td>3.2%</td>
<td>2.7%</td>
</tr>
<tr>
<td>Effect of manufacturing service agreements (MSAs)</td>
<td>(0.1%)</td>
<td>0.0%</td>
</tr>
<tr>
<td>Effect of exchange rates</td>
<td>2.7%</td>
<td>4.6%</td>
</tr>
<tr>
<td>Organic revenue growth %</td>
<td>2.8%</td>
<td>3.8%</td>
</tr>
</tbody>
</table>

### Haleon portfolio revenue growth

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Haleon portfolio revenue growth</td>
<td>2.3%</td>
<td>0.1%</td>
</tr>
<tr>
<td>Growth adjustments of which:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Effect of acquisitions</td>
<td>1.6%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Effect of divestments</td>
<td>0.7%</td>
<td>0.1%</td>
</tr>
<tr>
<td>Effect of manufacturing service agreements (MSAs)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Effect of exchange rates</td>
<td>(0.2%)</td>
<td>0.0%</td>
</tr>
<tr>
<td>Haleon portfolio revenue growth %</td>
<td>4.9%</td>
<td>3.9%</td>
</tr>
</tbody>
</table>

---

1. See glossary for definitions
2. Manufacturing service agreements ("MSAs") relating to divestments and the closure of sites or brands

---

Haleon portfolio revenue and growth illustrate the performance of the brands that make up the portfolio at spin to provide the best understanding of the size and growth of Haleon’s brands during the track record period.

Haleon portfolio revenue and growth are presented here to aid understanding but become unnecessary going forward. Instead revenue, revenue growth, revenue growth at CER and organic growth will be used.

Source: Company analysis


Haleon portfolio growth differs from organic growth in two key respects:
1. By including 12 months of Pfizer brand sales in all years (including 2019)
2. By completely excluding all sales of brands divested from all years
## IFRS and Adjusted Income Statement\(^1\)

### 2020 (£m)

<table>
<thead>
<tr>
<th></th>
<th>IFRS Result</th>
<th>Net Intangible Amortisation and Impairment</th>
<th>Restructuring Costs</th>
<th>Transaction Related Costs</th>
<th>Separation and Admission Costs</th>
<th>Disposal and others</th>
<th>Adjusted Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>9,892</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>9,892</td>
</tr>
<tr>
<td>Cost of Sales</td>
<td>(3,982)</td>
<td>81</td>
<td>89</td>
<td>91</td>
<td>2</td>
<td>(3,719)</td>
<td></td>
</tr>
<tr>
<td>Gross Profit</td>
<td>5,910</td>
<td>81</td>
<td>89</td>
<td>91</td>
<td>2</td>
<td>6,173</td>
<td></td>
</tr>
<tr>
<td>% Gross Margin</td>
<td>59.7%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>62.4%</td>
</tr>
<tr>
<td>Selling, general and admin</td>
<td>(4,220)</td>
<td>314</td>
<td>66</td>
<td>21</td>
<td>(3,819)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research and development</td>
<td>(304)</td>
<td>16</td>
<td></td>
<td></td>
<td></td>
<td>(280)</td>
<td></td>
</tr>
<tr>
<td>Other operating income</td>
<td>212</td>
<td></td>
<td></td>
<td></td>
<td>(212)</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>Operating Profit</td>
<td>1,598</td>
<td>97</td>
<td>411</td>
<td>91</td>
<td>66</td>
<td>(189)</td>
<td>2,074</td>
</tr>
<tr>
<td>% Margin</td>
<td>16.2%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>21.0%</td>
<td></td>
</tr>
<tr>
<td>Finance income</td>
<td>20</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Finance expense</td>
<td>(27)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(27)</td>
<td></td>
</tr>
<tr>
<td>Profit before taxation</td>
<td>1,591</td>
<td>97</td>
<td>411</td>
<td>91</td>
<td>66</td>
<td>(189)</td>
<td>2,067</td>
</tr>
<tr>
<td>Taxation</td>
<td>(410)</td>
<td>(19)</td>
<td>(90)</td>
<td>(20)</td>
<td>(13)</td>
<td>69</td>
<td>(483)</td>
</tr>
<tr>
<td>Tax rate %</td>
<td>25.8%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>23.4%</td>
</tr>
<tr>
<td>Profit after tax for the year</td>
<td>1,181</td>
<td>78</td>
<td>321</td>
<td>71</td>
<td>53</td>
<td>(120)</td>
<td>1,584</td>
</tr>
</tbody>
</table>

### 2021 (£m)

<table>
<thead>
<tr>
<th></th>
<th>IFRS Result</th>
<th>Net Intangible Amortisation and Impairment</th>
<th>Restructuring Costs</th>
<th>Transaction Related Costs</th>
<th>Separation and Admission Costs</th>
<th>Disposal and others</th>
<th>Adjusted Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>9,545</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>9,545</td>
</tr>
<tr>
<td>Cost of Sales</td>
<td>(3,595)</td>
<td>8</td>
<td>44</td>
<td></td>
<td></td>
<td></td>
<td>(3,543)</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>5,950</td>
<td>8</td>
<td>44</td>
<td></td>
<td></td>
<td>6,002</td>
<td></td>
</tr>
<tr>
<td>% Gross Margin</td>
<td>62.3%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>62.9%</td>
</tr>
<tr>
<td>Selling, general and admin</td>
<td>(4,086)</td>
<td>-</td>
<td>150</td>
<td>278</td>
<td>76</td>
<td>(3,582)</td>
<td></td>
</tr>
<tr>
<td>Research and development</td>
<td>(257)</td>
<td>8</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>(248)</td>
<td></td>
</tr>
<tr>
<td>Other operating income</td>
<td>31</td>
<td></td>
<td></td>
<td></td>
<td>(31)</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Operating Profit</td>
<td>1,638</td>
<td>16</td>
<td>195</td>
<td>278</td>
<td>45</td>
<td>2,172</td>
<td></td>
</tr>
<tr>
<td>% Margin</td>
<td>17.2%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>22.8%</td>
<td></td>
</tr>
<tr>
<td>Finance income</td>
<td>17</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Finance expense</td>
<td>(19)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(19)</td>
<td></td>
</tr>
<tr>
<td>Profit before taxation</td>
<td>1,636</td>
<td>16</td>
<td>195</td>
<td>278</td>
<td>45</td>
<td>2,170</td>
<td></td>
</tr>
<tr>
<td>Taxation</td>
<td>(197)</td>
<td>8</td>
<td>(36)</td>
<td>(47)</td>
<td>(197)</td>
<td>(469)</td>
<td></td>
</tr>
<tr>
<td>Tax rate %</td>
<td>12.0%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>21.6%</td>
<td></td>
</tr>
<tr>
<td>Profit after tax for the year</td>
<td>1,439</td>
<td>24</td>
<td>159</td>
<td>231</td>
<td>(152)</td>
<td>1,701</td>
<td></td>
</tr>
</tbody>
</table>

---

\(^1\) See glossary for definitions of Adjusting Items and comments regarding the use of Adjusted measures
### Haleon divestments

#### Revenue of divested brands (£bn; 2019-2021)

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>0.5</td>
</tr>
<tr>
<td>2020</td>
<td>0.3</td>
</tr>
<tr>
<td>2021</td>
<td>&lt;0.05</td>
</tr>
</tbody>
</table>

1. Excludes revenue of Horlicks / Boost, which were excluded from the Haleon perimeter.
2. On a reported basis including 5 months’ August–December revenue of Pfizer brands.
3. Brands are listed by year of closing of divestment.
4. Partial divestment.
5. Horlicks / Boost was excluded from the Haleon perimeter and financials but was included in GSK plc’s CH segment reporting. Horlicks revenue was £0.5bn in 2019.

### Brands divested 2019-2021

#### 2019
- Bialcol, Ceridal, Cibalgina, Eurax, Keri, Magnesia Bisurada, Olan, Polytar/Tarmed, Prevacid, Savlon, Tixylix

#### 2020
- Alavert, Anbesol, Argus, Boost, Breathe Right, Capent, Cetebe, Cholinex, Clindo, Coldrex, Dimetapp, Dristan, Duofilm, Eclipsol, Fibercon, Hinds, Horlicks, KCI-retard, Lemocin, Mebucaine, Omega/Fri-Flyt, Orofar, Physiogel, Primatene, Pulmex, Resyl, Sunmax, Sweatosan, Synthol, Tavegyl, Thermacare, Tossamin, Trofolastin, Venoruton, Viva/Maltova

#### 2021
- Acne-Aid, Baldriparan, Formigran, Kamol, KCI-retard, Spalt, Spectran, Transderm scop
Glossary

A number of Adjusted measures are used to report the performance of our business which are non-IFRS measures. Adjusted results, CER and other non-IFRS measures may be considered in addition to, but not as a substitute for or superior to, information presented in accordance with IFRS. These measures are defined and set out below. Reconciliations to the nearest IFRS measure will be provided as part of the Historical Financial Information as part of the Prospectus.

Adjusted EBITDA is defined as profit after tax for the year excluding income tax, finance income, finance expense, Adjusting Items (as defined below), depreciation of property plant and equipment, impairment of property plant and equipment net of reversals, depreciation of right-of-use assets, and amortisation of software intangibles.

Adjusted Items include the following:

- **Net amortisation and impairment of intangible assets**: Intangible amortisation and impairment of goodwill, brands, licenses and patents net of impairment reversals.

- **Restructuring costs**: include personnel costs associated with restructuring programs, impairments of tangible assets and computer software relating to specific programmes approved by the Board from time to time that are structural and of a significant scale, where the costs of individual or related projects exceed £15 million. These costs also include integration costs following an acquisition.

- **Separation and admission costs**: costs incurred in relation to and in connection with the demerger, separation, admission and registration of Haleon Shares.

- **Transaction related costs**: Accounting or other adjustments related to significant acquisitions.

- **Disposal and other adjusting items**: Gains and losses on disposals of assets and businesses, tax indemnities related to business combinations, and other items.

**Adjusted Operating Profit** is defined as operating profit less Adjusting Items as defined above.

**Compound Annual Growth Rate (CAGR)** represents the annualised average rate of growth between two given years assuming growth takes place at a compounded rate.

**Free cash flow** is defined as net cash inflow from operating activities plus cash inflows from the sale of intangible assets, the sale of property, plant and equipment and interest received, less cash outflows for the purchase of intangible assets, the purchase of property, plant and equipment, distributions to non-controlling interests and interest paid.

**Free cash flow conversion** is defined as free cash flow, as defined above, divided by profit after tax.

**Haleon portfolio revenue** represents the revenue of the brands that make up the Company’s portfolio at separation from GSK. The measure includes 12 months revenue of Pfizer brands in all years including 2019 and excludes all revenue of divested / closed brands from all years. It also excludes revenue attributable to manufacturing service agreements (“MSAs”) relating to divestments and the closure of sites or brands. Haleon portfolio revenue is presented here to aid understanding but will not be used going forward.

**Haleon portfolio revenue growth** represents the growth in Haleon portfolio revenue excluding the impact of exchange movements.

**Organic revenue growth** represents revenue growth, as determined under IFRS and excluding the impact of acquisitions, divestments and closures of brands or businesses, revenue attributable to manufacturing service agreements (“MSAs”) relating to divestments and the closure of sites or brands, and the impact of currency exchange movements.

**Organic sales growth** is the same as organic revenue growth (as defined above) and the terms are used interchangeably in these materials.

**Sales** is the same as revenue and the terms are used interchangeably in these materials.