



## **Welcome & Introduction**

Good afternoon, ladies and gentlemen and welcome to our twenty-fourth AGM. I am Jon Symonds, Chair of GSK plc. I am pleased to welcome all of you who have joined the AGM today, in person at the Royal Lancaster Hotel, or virtually via Lumi. We believe it is important to provide a range of means for our shareholders to access and participate in the meeting and to engage meaningfully with the Board. I hope we achieve this today.

It is now just after 2.30pm. I can confirm that a quorum is present, and I declare the AGM open.

I have a few formal statements to make about the conduct of the meeting today:

Firstly, in the unlikely event of an emergency, please follow instructions from the Royal Lancaster staff who will lead you to a place of safety. Guidance will be provided in this event. Secondly, please either switch off your phones or other devices or turn them to silent during the meeting.

Thank you.

Let me now turn to the business of the meeting.

I would like to introduce my fellow Board members, starting with those of whom are physically present with me today.

On my far right is Dr Vishal Sikka. Vishal has a very distinguished background as a world-leading technologist and most particularly in the field of Artificial Intelligence and Machine Learning. Next to Vishal is Liz Anderson. Liz brings deep commercial expertise in the pharmaceutical industry, across both large and specialty biopharma.

Next to Liz is Dr Hal Dietz. Hal is a distinguished geneticist and chairs our Science Committee. Next to Hal is Dr Jesse Goodman, who brings deep expertise in public health, infectious disease and regulation. Jesse was a previous chair of our Science Committee.

Next to Jesse is Wendy Becker, who I am delighted to welcome to her first GSK AGM. Wendy joined the Board in October 2023 and will succeed Urs Rohner as Chair of the Remuneration Committee at the completion of today's Meeting. Wendy possesses a wealth of strategic and consumer marketing expertise in technology and life sciences and also has experience chairing remuneration committees in other global companies.

On my immediate right is Emma Walmsley, our CEO.

On my left is our Company Secretary, Victoria Whyte, and next to her our CFO, Julie Brown.

Next to Julie is Charlie Bancroft, our Senior Independent Director and Chair of our Audit & Risk Committee. Next to Charlie is Dr Hal Barron. As you know, Hal was previously our Chief Scientific Officer and President, R&D before transitioning to a non-independent Non-Executive



Director role. Next to Hal is Dr Anne Beal, Chair of our Corporate Responsibility Committee.

And next to Anne is Urs Rohner, who will be standing down from the Board at the end of today's Meeting following completion of nine years' service to the Company. I would like to thank Urs for his dedicated and considerable contribution to the Board and for his role in Chairing our Remuneration Committee for the last nine years.

Dr Jeannie Lee was appointed to the Board as a Non-Executive Director and member of the Science Committee in March this year. Jeannie is a leading geneticist and pioneer in the field of RNA biology. Due to a prior commitment in advance of her appointment, she has asked me to pass on her apologies that she is unable to be here with us personally.

Overall, I believe the transformation of GSK's Board as a standalone biopharma company is now complete. We have excellent, and in many cases world-leading, experience and expertise in science and genetics, advanced technologies and the commercial and financial aspects of the industry, which are appropriate to provide the necessary oversight and support for the future development of the Company.

In a few minutes, I will hand you over to Emma to present a review of the business and GSK's performance in 2023. But before that, I want to offer some brief reflections of my own.

## **Reviews of the Company and the Business**

### **Strategic progress and outlook**

Three years ago, I laid out the scale of the strategic transformation of GSK being implemented by Emma and her team.

The programme, then, as it is now, is designed to fundamentally improve every aspect of GSK's competitiveness, operational execution and cost discipline; strengthen the pipeline; enhance the Group's capital allocation capacity; and shift GSK's culture to combine high integrity with high performance.

Last year, I said that we were starting to see the clear impact of this work. And in 2023, we saw further tangible evidence of success.

Group sales and operating profits grew very strongly and well ahead of the outlooks previously set for the period to 2026. Growth is being driven by strong performance across all areas of the business, especially Vaccines and Specialty Medicines, including in HIV and respiratory, where the company has built significant leadership positions and competitive advantage.

The exceptional launch of the world's first RSV vaccine, *Arexvy*, in the US was a clear stand out achievement and shows that GSK can deliver meaningful innovation for patients and successfully compete commercially with the best in the industry.

You will hear more about this excellent performance from Emma in a few moments.



Cost discipline across the Group continues to improve profitability. Following a period of necessary investment in product launches the Company is now focused on delivering further improvements in operating margin over the coming years. And we also confirmed our commitment to shareholder returns through a progressive dividend policy, with payment of 58 pence per share for 2023, up 3 pence per share on a comparable basis. And we expect to declare a dividend of 60 pence per share for 2024.

This progress and momentum is such that we have upgraded our 2026 growth outlooks and also increased our long term sales outlook to 2031.

### **Remuneration**

Behind these outlooks lay a determination to be more ambitious, accountable and to deliver on our commitments. All this is now part of the operating model and our increased confidence in raising the targets and ambitions to 2031 is a clear signal that it is working. I am strongly of the view that one of the factors influencing this performance has been the compensation system you approved in 2022. As a reminder, this system seeks to reward and incentivise outperformance while penalising and reducing rewards for under-performance.

At next year's AGM we will be bringing an updated compensation policy for your approval as we seek to continue to incentivise delivery of outperformance to the end of the decade. We will consult widely in advance on any changes we propose.

### **Capital allocation**

As I have previously discussed, the separation of the Consumer business - what is now Haleon - has allowed us to repair GSK's balance sheet and create new capital capacity to invest in the business.

During 2023, we monetised £1.8 billion of our holding in Haleon to enable us to further invest in the future growth of the Company. The capital released from Haleon shares and from our strengthened balance sheet is essential in building a pipeline that can sustain growth to the end of the decade and beyond. Internal projects have to compete with the best alternative from external science.

### **R&D progress**

This is important because successfully executing the pipeline and improving R&D productivity is the critical lever of long-term value creation for GSK. Progress here of course takes longer to embed but the Company took important steps further forward in 2023.

Under Tony Wood's leadership, GSK now has significant and potentially very valuable late-stage R&D programmes in vaccines and infectious disease, HIV, respiratory and specific areas of oncology. Successful progression of these programmes - which Emma will talk more about in her presentation - is now critical. We also deployed approximately £2.5 billion to R&D



business development during the year. And we will continue to do targeted business development and now have the financial capacity to do so.

This is part and parcel of building the pipeline further, alongside continuing to develop a promising early-stage organic pipeline, supported by the underpinning technologies that are transforming R&D for us.

### **Shareholder engagement**

An important part of my role as Chair of the Company is to meet and talk with as many of our shareholders as possible, including those of you here today. In 2023, I engaged with most of our top 30 shareholders and many beyond. It is clear from those conversations that there is now very strong recognition of management's success in getting GSK operating competitively again, as demonstrated by the significant performance improvements that are being delivered. But we will only be satisfied with our performance when it translates into sustained growth in shareholder value.

While there has been improvement in the share price since our last AGM - it was £14.70 when we met a year ago and today around £17.60 - it is still a long way from where we want it to be. And even with the recent progress, the Company's share price is still only back to the levels it was trading at before the uncertainties associated with the Zantac product liability litigation in the United States emerged.

To be clear we remain resolute on our position on Zantac, the scientific evidence is clear, and we are hopeful there will be further clarity on the situation over the rest of 2024. Resolving this uncertainty is important for many reasons, but it is not the path to sustained value creation.

For that, we need to continue to deliver the performance and R&D productivity improvements that we have shown over the last two years, and to increase investor confidence in our long-term outlook for the Group.

### **Culture and Responsibility**

The Company's culture shift is another key area of focus and progress. It is easy to talk about building a performance culture, but much harder to achieve. It is not delivered by words, but by high-quality and committed leaders, day by day. We have those leaders now across every part of our business. Huge credit for this improvement must go to Emma and the senior management team she has built, who embody the shift we are seeing.

So in summary, I and your Board, believe your Company is performing better than it has done for many years. I believe GSK is now a competitive biopharma business across all dimensions. We are satisfied with our progress, but there is more to achieve.

With that, I would like to hand you over to Emma, who will now take you through this in more detail.