Annual Governance Meeting 2023
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.

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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 the Q3 2023 earnings release and Annual Report on Form 20-F for FY 2022.

All guidance, outlooks, ambitions and expectations should be read together with the guidance, assumptions and cautionary statement in the Q3 2023 earnings release and the 2022 Annual Report.

Basis of preparation: On 18 July 2022, GSK plc separated its Consumer Healthcare business from the GSK Group to form Haleon, an independent listed company. Comparative figures have been restated on a consistent basis. Earnings per share, Adjusted earnings per share and Dividends per share have been adjusted to reflect the GSK Share Consolidation on 18 July 2022
Board evolution - reflects needs of GSK as a pure bio-pharma

2024/25 Board Succession Priorities
- Additional Science Committee member (RNA)
- Successor to Dr Jesse Goodman (AGM 2025)

Dr Jesse Goodman
Retires post-2025 AGM

Dr Vishal Sikka
Independent Non-Executive Director

Dr Hal Barron
Non-Executive Director

Dr Hal Dietz
Independent Non-Executive Director

Liz Anderson
Independent Non-Executive Director

Dr Anne Beal
Independent Non-Executive Director

Wendy Becker
Independent Non-Executive Director

Charlie Bancroft
Senior Independent Non-Executive Director

Dr Urs Rohner
Retires post-2024 AGM

Senior Independent Director & Pharma Finance
Advanced enterprise technologies, AI & ML
Science expertise, including human genetics, infectious disease, vaccines and respiratory
Commercial & Specialty biopharma
US payor, HCP & patient advocacy
Technology and life sciences, Rem Co Chair successor
2023 & 2024 Board priorities
Focus on value creation, governance and oversight of Ahead Together strategy

✓ Delivery of performance targets
✓ Execution of R&D pipeline and business development
✓ Long-term R&D strategy and approach
✓ End to end business impact of AI/technology
✓ People/Talent/Culture
✓ ESG Leadership
✓ Zantac litigation - defence and mitigation
✓ Focus on shareholder value creation

GSK now delivering meaningful and consistent improvement in performance - needs to be sustained through effective capital allocation and right strategic choices.
GSK as a pure biopharma – Board focus areas

✓ R&D Pipeline

Science Committee Deep Dives include:
- ADCs
- Oligonucleotides
- AMR
- Vaccines & RNA
- NASH

✓ Business Development

Scientific & Commercial Assumptions

Review of product areas followed by Meet the Management updates:
- Vaccines / Infectious Diseases
- Respiratory / Immunology
- HIV
- Oncology
- General Medicines

✓ Performance: Product Areas
## GSK as a pure biopharma – Board focus areas - *continued*

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Senior Independent Director
Reflections