We are different:
A global leader, 100% focused on consumer healthcare

- **#1**
  Overall CH player globally

- **£160+bn**
  Market

- **5**
  Global categories with #1 position

- **9**
  Power Brands

- **c. 25k**
  Number of employees

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**Our purpose**
To deliver better everyday health with humanity.

**Our strategy**
Our strategy is designed to leverage our portfolio and capabilities and has four key pillars.

1. Increase household penetration
2. Maintain strong execution and financial discipline
3. Run a responsible business
4. Capitalise on new and emerging opportunities

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**Medium term financial guidance**
- 4-6% annual organic revenue growth.
- Sustainable moderate adjusted operating margin expansion at constant currency per annum.
- Net debt/Adjusted EBITDA expect to be below 3x during 2024.

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**Leadership positions**
#1 across five major categories

<table>
<thead>
<tr>
<th>Oral Health</th>
<th>Pain Relief</th>
<th>Vitamins, Minerals and Supplements</th>
<th>Respiratory</th>
<th>Digestive Health / Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>27%</td>
<td>24%</td>
<td>15%</td>
<td>15%</td>
<td>19%</td>
</tr>
<tr>
<td>Sensodyne</td>
<td>Voltaren</td>
<td>Centrum</td>
<td>Theraflu</td>
<td>Fenistil</td>
</tr>
<tr>
<td>parodontax</td>
<td>Advil</td>
<td>Caltrate</td>
<td>Otrivin</td>
<td>Tums</td>
</tr>
<tr>
<td>Polident</td>
<td>Excedrin</td>
<td>Emergen-C</td>
<td>Flonase</td>
<td>ChapStick</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Robitussin</td>
<td>Eno</td>
</tr>
</tbody>
</table>

2. Therapeutic Oral Health, Pain Relief, Respiratory, Vitamins, Minerals, and Supplements and Digestive Health
3. See 2022 Annual Report for definitions
4. Percentage of FY 2022 revenue
Strong financial performance in FY 2022

- **£10.9bn**
  - Revenue

- **9%**
  - Organic revenue growth

- **4.3% / 4.7%**
  - Price / Volume mix

- **10.1%**
  - Power Brands organic revenue growth

- **£2.5bn**
  - Adjusted operating profit

- **22.8%**
  - Adjusted operating profit margin

- **18.4p**
  - Adjusted diluted earnings per share

- **£9.9bn**
  - Net debt

Consumer Healthcare sector more relevant than ever
Supported by attractive fundamentals

1. **01** Increased consumer focus on health and wellness
2. **02** Ageing populations
3. **03** Emerging middle class
4. **04** Increasing pressure on public health systems
5. **05** Sizeable unmet consumer needs

Competitive Advantage

- Human understanding
- Trusted science

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5 Reconciliation of IFRS to Adjusted results can be found in the 2022 Annual Report
Global scale with strong distribution network and execution capabilities

Strong global market share positions

£100bn OTC Market

<table>
<thead>
<tr>
<th></th>
<th>HALEON</th>
<th>Peer 1</th>
<th>Peer 2</th>
<th>Peer 3</th>
<th>Peer 4</th>
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<tbody>
<tr>
<td>Revenue</td>
<td>10,858</td>
<td>9,545</td>
<td>6,772</td>
<td>6,002</td>
<td>2,472</td>
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£28bn Oral Care Market

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Adjusted Results

<table>
<thead>
<tr>
<th>£m (except per share data)</th>
<th>FY 2022</th>
<th>FY 2021</th>
<th>change</th>
<th>%</th>
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FY 22 revenue by geography

- 38% North America
- 39% EMEA & LatAm
- 23% APAC
- c.1/3 in emerging markets

FY 2023 outlook

- Organic revenue growth of 7-8%.
- Adjusted operating profit growth 9-11% constant currency.
- Adjusted effective tax rate of 23-24%.
- Net Interest expense c. £350m.
Proven competitive capabilities

Brand building

A&P investment 18.7% of revenue

Innovation

R&D investment 2.8% of revenue

Responsible business - integral to our strategy

Environmental commitment

- **Carbon**: 100% reduction in scope 1 & 2 carbon emissions and Scope 3 carbon from source to sale by 42% by 2030\(^8\). Net Zero carbon emissions from source to sale by 2040.

- **Packaging**: Reduce virgin petroleum-based plastic by 1/3 by 2030 and develop solutions for all packaging to be recyclable or reusable by 2030\(^9\).

- **Trusted ingredients, sustainably sourced**: Ensure all agricultural, forest and marine derived materials used in our ingredients and packaging are sustainably sourced and deforestation free by 2030\(^10\).

- **Health inclusivity**: Aim to empower 50 million people per year to be included in opportunities for better everyday health by 2025.

- **Strong corporate governance**

Share ownership

- 32.0% Pfizer
- 7.5% SLPs\(^1\)
- 2.9% GSK
- 57.7% Free Float

Upcoming dates

- **Q3 2023 Trading Statement**
  2nd November 2023
- **FY 2023 Results**
  February 2024

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8 Adjusted expense Reconciliation of IFRS to Adjusted results can be found in the 2022 Annual Report
9 Versus 2020 Baseline
10 Scope 1 includes Haleon’s globally managed spend on key materials which are agricultural, forestry or marine derived.
11 Scottish Limited Partnerships