

Haleon at a glance

Haleon has a strong portfolio of brands and is well positioned to play a vital role for people all around the world, in a sector that is growing and more relevant than ever.

How we achieve our growth ambitions

We aim to outperform our competitors with a strategy focused on driving sustainable above-market growth and attractive returns, leveraging our portfolio and capabilities.

Our strength is in our world-class portfolio of brands, our attractive geographic footprint, and our competitive capabilities of deep human understanding and trusted science.

World-class portfolio

We have leading positions in five global market categories: Oral Health; Vitamins, Minerals and Supplements (VMS); Pain Relief; Respiratory Health; and Digestive Health and Other.

Our nine large-scale, multinational Power Brands are complemented by a strong set of 23 Local Growth Brands, which are iconic in their own markets.

>> See page 3

Attractive geographic footprint

2022 revenue



>> See page 11

Consumer healthcare: A £160bn+ market

The global consumer healthcare market is one of the largest, most resilient and fastest-growing across the consumer staples sector.

>> See page 8



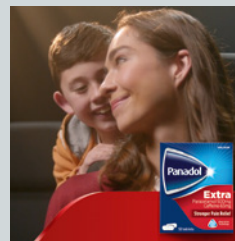
Competitive capabilities

We use technical and scientific talent, combined with data-driven consumer insights and expert engagement.

>> See page 10



Combination of deep human understanding and trusted science.



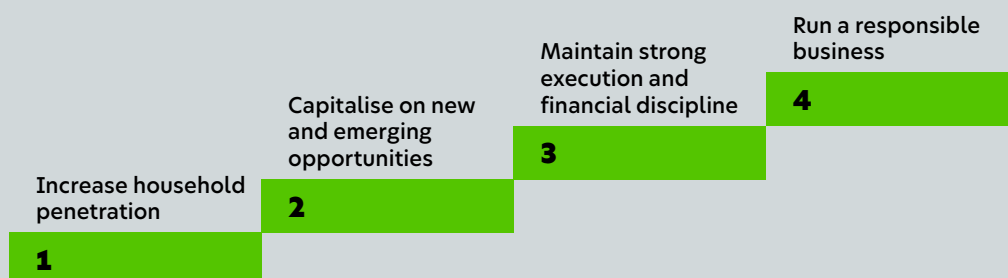
Strong brand building, innovation and digital capabilities combined with a leading route-to-market.



Strategy to outperform

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

>> See page 18



Growth ambitions

Our aim is to deliver strong performance and attractive returns, underpinned by a commitment to maintaining a strong investment grade balance sheet.

>> See pages 10 and 11.

4-6%
annual organic revenue growth¹

Sustainable moderate margin expansion¹



High cash conversion¹



Disciplined capital allocation



¹ Definitions and calculations of non-IFRS measures can be found on page 46.

Our leading brands span five market categories.

	Market categories	2022 Revenue	Example brands
	<p>Oral Health</p> <p>As one of the world's largest providers of oral health, our science-based products are designed to fight against everyday oral health problems.</p>	<p>27%</p>	<p>SENSODYNE parodontax</p> <p>POLIDENT</p>
	<p>Vitamins, Minerals and Supplements (VMS)</p> <p>Our extensive range of vitamins, minerals and supplements is designed to improve people's everyday health and wellness.</p>	<p>15%</p>	<p>Centrum Emergen-C</p> <p>Caltrate</p>
<p>These three categories are collectively known as:</p>			
<p>Over-the-Counter (OTC)</p>			
	<p>Pain Relief</p> <p>We have a portfolio of leading brands to relieve pain and reduce inflammation, helping people manage their everyday pain.</p>	<p>24%</p>	<p>Panadol Advil</p> <p>Voltaren</p>
	<p>Respiratory Health</p> <p>Our respiratory health brands offer product solutions for a broad range of respiratory issues, including cold and flu, nasal congestion, coughs and allergies.</p>	<p>15%</p>	<p>Otrivin THERAFLU</p> <p>FLONASE ALLERGY RELIEF</p>
	<p>Digestive Health and Other</p> <p>Our digestive health brands have a strong heritage in treating heartburn and gastric discomfort. Our product offerings in this category also include skin health and smokers' health.</p>	<p>19%</p>	<p>TUMS PREPARATION H</p> <p>ENO</p>
		<p>58%</p>	