2024 Full year results

February 2025

Disclaimer

This presentation contains certain statements that are, or may be deemed to be, “forward-looking statements” (including for purposes of the safe harbor provisions for forward-looking statements contained in Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934). Forward-looking statements give Haleon’s current expectations and projections about future events, including strategic initiatives and future financial condition and performance, and so Haleon’s actual results may differ materially from what is expressed or implied by such forward-looking statements. Forward-looking statements sometimes use words such as “expects”, “anticipates”, “believes”, “targets”, “plans”, “intends”, “aims”, “projects”, “indicates”, “may”, “might”, “will”, “should”, “potential”, “could” and words of similar meaning (or the negative thereof). All statements, other than statements of historical facts, included in this presentation are forward-looking statements. Such forward-looking statements include, but are not limited to, statements relating to future actions, prospective products or product approvals, delivery on strategic initiatives (including but not limited to acquisitions and disposals, realisations of efficiencies and responsible business goals), 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.

Any forward-looking statements made by or on behalf of Haleon speak only as of the date they are made and are based upon the knowledge and information available to Haleon on the date of this presentation.

These forward-looking statements and views may be based on a number of assumptions and, by their nature, involve known and unknown risks, uncertainties and other factors because they relate to events and depend on circumstances that may or may not occur in the future and/or are beyond Haleon’s control or precise estimate. Such risks, uncertainties and other factors that could cause Haleon’s actual results, performance or achievements to differ materially from those in the forward-looking statements include, but are not limited to, those discussed under “Risk Factors” on pages 193 to 201 of Haleon’s Annual Report and Form 20-F 2023. Forward-looking statements should, therefore, be construed in light of such risk factors and undue reliance should not be placed on forward-looking statements.

Subject to our obligations under English and U.S. law in relation to disclosure and ongoing information (including under the Market Abuse Regulations, the UK Listing Rules and the Disclosure and Transparency Rules of the Financial Conduct Authority), we undertake no obligation to update publicly or revise any forward-looking statements, whether as a result of new information, future events or otherwise. You should, however, consult any additional disclosures that Haleon may make in any documents which it publishes and/or files with the SEC and take note of these disclosures, wherever you are located.

This presentation accompanies and should be read together with our full year results release, published February 27 2025. No statement in this presentation is or is intended to be a profit forecast or profit estimate.

Brian McNamara
CEO

2024
Full year results

HALEON

Strong performance, with 5.0% organic revenue growth[1] and 9.8% organic operating profit growth[1]

71% of business gained or maintained share[2] reflecting consumer preference for Haleon brands and strong in-market execution

Proactively managing portfolio to simplify and accelerate, recycling capital into higher growth opportunity with acquisition of additional 33% stake in China JV

Driving shareholder returns with over £1bn returned to shareholders in 2024. Announced £500m allocation to share buybacks in 2025

Increasingly confident in medium term guidance and continue to build track record of delivery

1. Reconciliation/definition of IFRS to Adjusted results can be found in the Appendix
2. Market share statements throughout this report are estimates based on the Group's analysis of third party market data of revenue for YTD December 2024, including IQVIA, IRI and Nielsen data. Represents % of brand-market combinations gaining or maintaining share (this analysis covers c. 90% of Haleon's total revenue)

Clear approach to deliver on growth ambitions

World class portfolio + **Competitive capabilities** + **Strategy to outperform** → **Growth ambitions**

World class portfolio	Competitive capabilities	Strategy to outperform	Growth ambitions
Category-leading brands	Human understanding + trusted science	Household penetration	4-6% organic annual revenue growth[1]
Attractive geographic footprint	Proven brand-building and innovation	New and emerging opportunities	Expanding margin[2] while investing for growth
Growth sector	Leading route-to-market	Strong execution and financial discipline	High cash conversion[3]
Continue to evolve portfolio	Digital connectivity	Responsible business	Disciplined capital allocation

1. Organic annual revenue growth (see appendix for definition)
2. Refers to organic profit margin in the medium term
3. Free cash flow conversion (see appendix)

HALEON

HALEON

Full year 2024 results

5.0%
Organic revenue growth[1]

3.7%/1.3%
Price / Volume Mix

6.3%
Power Brand growth

Q4 results

6.8%
Organic revenue growth[1]

2.7%/4.1%
Price / Volume Mix

Adjusted operating profit[1]:
Increased 9.8% organically

Adjusted operating margin[1]:
22.3% down 30bps and up 100bps organically

Competitive performance:
71% of business gained or maintained share[2]

Strong cash generation
Strong FCF generation of c.£1.9bn
Net debt / Adjusted EBITDA[1] of 2.8x
>£1bn returned to shareholders in 2024
Announced capital allocation of £500m for share buybacks in 2025

Proactive portfolio management
Divested *ChapStick* and NRT business outside US
Acquired additional 33% stake in China JV with path to full ownership

1. Reconciliation/definition of IFRS to Adjusted results can be found in the Appendix
2. Market share statements throughout this report are estimates based on the Group's analysis of third-party market data of revenue for YTD December 2024, including IQVIA, IRI and Nielsen data. Represents % of brand-market combinations gaining or maintaining share (this analysis covers c. 90% of Haleon's total revenue)

Oral Health

Outperformance through continued strength in Power Brands

9.6%

2024 organic revenue growth[1]

Q4 organic revenue growth[1] of 10.6% driven by continued share gains for all three Power Brands

Sensodyne

Clinical White the #1 innovation in US Oral Health market[2] underpinned by five clinical studies, now in over 10 markets

parodontax

Launch of Gum Strengthen & Protect in EMEA and Active Gum Repair in US driving performance

Poligrip Ultimate All in One

Ultimate Biting Power technology supported by new clinical studies

HALEON

1. Reconciliation/definition of IFRS to Adjusted results can be found in the Appendix
2. Based on retail sales data; Haleon's calculation based in part on data reported by Circana, Inc. through its OmniMarket Service for the Oral Health category

Vitamins, minerals and supplements

Share gain momentum underpinned by claims activation

7.6%

2024 organic revenue growth[1]

8.2% organic revenue growth[1] in Q4 driven by double-digit growth in *Centrum* and *Caltrate*

Centrum

Geo-expansion and access

- Launched daily kits in China with herbal medicine angle and joint health product in India
- Launched *Centrum* single sachet product in Brazil to help drive accessibility among low-income consumer groups

Leveraging science

- Further clinical trials show significant improvement in cognitive function from *Centrum* Silver[2]
- Superior claim for *Centrum* with Lutein supported by studies showing benefit to eye health after three weeks

Caltrate

Leveraging science

- #1 Calcium brand globally and increased penetration in China driven by "Bone Up China" programme
- Launched *Caltrate* Capsules supported by clinical claim of improved calcium absorption

1. Reconciliation/definition of IFRS to Adjusted results can be found in the Appendix
2. Vyas CM, Manson JE, Sesso HD, et al. Effects of multivitamin-mineral supplementation versus placebo on cognitive function: Results from the clinic sub-cohort of the COSMOS randomized clinical trial and meta-analysis of three cognitive studies within COSMOS. Am J Clin Nutr. Published online Jan 18, 2024. https://doi.org/10.1016/j.ajcnut.2023.12.011

Over-the-counter: Pain Relief

Performance impacted by comparatives

0.1%

2024 organic revenue growth[1]

Results impacted by strength of *Fenbid* in China and *Advil* in Canada in H1 2023 and weaker market conditions in Australia during 2024

7.4% organic revenue growth[1] in Q4 with broad-based growth across the Power Brands

Voltaren
Innovation driving growth

- Repositioned *Voltaren* Sport in targeting younger demographic with claim "50% faster recovery from injury"
- Rollout of *Voltarol* 24-hour Pain Relief patch in 10 markets driving incremental growth

Advil
Continued recovery

- Elevating brand equity through innovation and health professional advocacy
- First *Advil* multi-ingredient topical launched in US with positive consumer feedback

Panadol
Further innovation

- Launched *Panadol* Dual Action combination of ibuprofen and paracetamol in five markets; rollout planned across EMEA and LatAm over next 2 years

HALEON

1. Reconciliation/definition of IFRS to Adjusted results can be found in the Appendix

Over-the-counter: Respiratory Health

Performance impacted by weak cold and flu season

0.9%

2024 organic revenue growth[1]

1.3% organic revenue decline[1] in Q4 reflecting weak cold & flu season, notably in US

Otrivin Nasal Mist

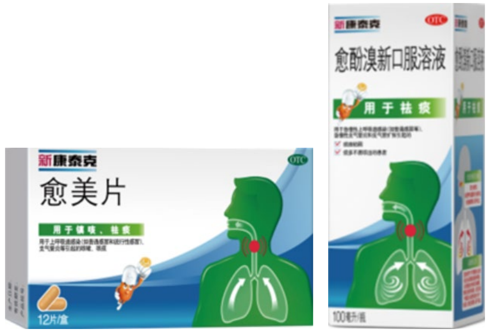
- Continued roll out to new markets delivering improved consumer experience
- Real World Evidence study demonstrated benefit of *Otrivin* on breathing and quality of life[2]

Theraflu

- Launch of *Theraflu*-D Flu Relief Max Strength Syrups, containing pseudoephedrine
- Proactive management of US inventory of cold and flu products containing PE[3]

Contac

- Roll out of *Contac* cough to address shifting consumer need in China for respiratory treatments beyond cold and flu



HALEON

1. Reconciliation/definition of IFRS to Adjusted results can be found in the Appendix
2. Hagen M, Clark K, Kalita P, Serra G, Sanchez E, Varbiro G, Albasser MM. A real-world study of quality of life following treatment with xylometazoline hydrochloride in individuals with common cold. Ther Adv Respir Dis. 2024 Jan-Dec
3. PE, oral phenylephrine

Over-the-counter: Digestive Health & Other

Organic growth across all three sub-categories

5.5%

2024 organic revenue growth[1]

6.6% organic revenue growth[1] in Q4; reported revenue declined due to impact of divestments

- **Digestive Health** mid-single digit organic revenue growth driven by *Tums* and *ENO*
- **Skin Health** high-single digit organic revenue growth driven by strong *Bactroban* performance. Launched *Eroxon* in Q4 2024.
- **Smoking Health** organic revenue growth up low-single digit

1. Reconciliation/definition of IFRS to Adjusted results can be found in the Appendix

Strong execution and financial discipline

Initiatives to improve efficiency

- Dual sourcing and complexity reduction
- Optimising network with key freight and distribution partners
- Productivity programme
- Proposed Maidenhead facility closure (additional to productivity programme)

Strong go-to-market execution

- Onboarded 1,600 new sales reps in India with no disruption to growth
- Driving expert engagement through Haleon Health Partner Portal approaching 1m registrations

Continued financial discipline

- Active portfolio management; with disposals of *ChapStick* and NRT business outside of US
- Capital re-invested in higher growth areas with acquisition of additional 33% stake in China JV

Increasing agility and productivity across Haleon

c. £300m productivity programme[1]

- To be fully delivered by end 2025
- Restructuring a number of individual functions
- Refine and streamline existing processes

Partly reinvested to drive growth

- Increased automation and process improvement
- Investment in A&P
- Higher investment in R&D driving innovation

Strengthening Haleon for long-term success

- Supporting medium-term guidance
- 4-6% annual organic[2] revenue growth
- Organic operating profit growth ahead of organic revenue growth
- Strong cash generation

HALEON

1. Annualised gross cost savings from productivity programme
2. Reconciliation/definition of IFRS to Adjusted results can be found in the Appendix

Making progress on our environmental goals

Tackling environmental issues affecting everyday health

Targets	2024 Progress	
Carbon		
• Reduce net Scope 1 & 2 carbon emissions by 100% by 2030[1]	• 50% reduction vs 2020	• Scope 1 & 2: Electric steam generators installed at two sites to significantly reduce Scope 1 emissions • Scope 3: Launched Sustainable Supply Chain Pledge and training programme to encourage and support suppliers' decarbonisation
• Reduce Scope 3 carbon from source to sale by 42% by 2030[2]	• 10% reduction vs 2022	
Packaging and Sourcing		
• Reduce our use of virgin petroleum-based plastic by 1/3 by 2030[2]	• 1% reduction vs 2022	• Rollout of *Centrum* and mouthwash bottles made with recycled plastic • Launch of bioplastic toothpaste tube caps in several markets across Europe
• Develop solutions for all product packaging to be recyclable or reusable by 2030[3]	• 74% of packaging recycle-ready	
• Key agricultural, forest and marine-derived materials to be sustainably sourced & deforestation free by 2030[4]	• 81% of key materials sustainable sourced	

1. vs a 2020 baseline
2. vs a 2022 baseline
3. where safety, quality and regulations permit
4. Scope includes Haleon's globally managed spend on key materials which are agricultural, forestry or marine derived. Globally managed spend covers majority of our internal spend and expands across some of third-party manufacturing network

HALEON

Health inclusivity – a key differentiated focus for Haleon

Groupwide aim to empower 50 million people a year by 2025
to be more included in opportunities for better everyday health

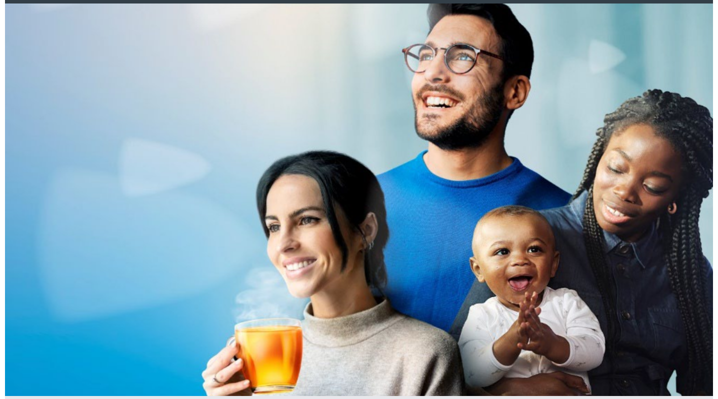
Theraflu Rest & Recover

Fund offers families micrograms that help offset lost wages from taking an unpaid sick day

- Scaling of *Theraflu's* Rest and Recover programme
- Advocacy of workers' rights in States where sick pay is not mandatory

Health Inclusivity Screener

AI-powered tool to make advertising more inclusive for consumers



- Analyses digital advertising content for readability and inclusivity metrics
- Enhances digital advertising, improving brand performance & ROI
- Successful pilot with Panadol to be rolled out to other markets/brands

Dental Health education in US

Partnership with Remote Area Medical and Walmart to provide free dental care to those in need

- Oral Health and Wellness Mobile Tour at Walmart locations
- Delivering 175 days of free dental care and oral health education to consumers in underserved regions

HALEON

Dawn Allen

CFO

2024

Full year results

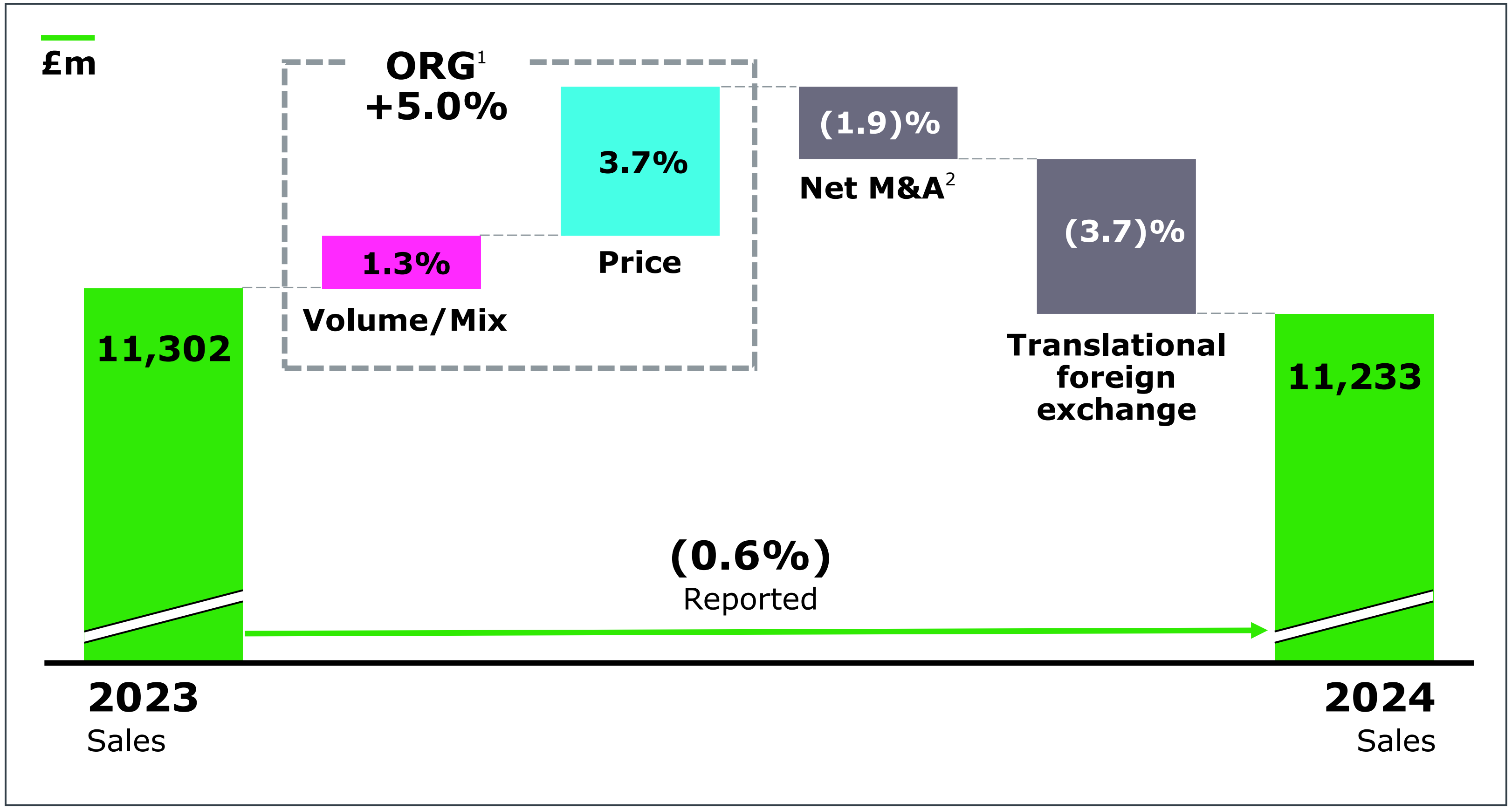
2024 – Financial Headlines

Revenue	Investing for Growth	Profit	Cash
£11.2bn Revenue	**£7.1bn** Adj. gross profit	**£2.5bn** Adj. op profit	**£1.9bn** Free cash flow
▪ +5.0% organic growth ▪ +3.7% Price ▪ +1.3% Volume mix	▪ +8.1% organic growth ▪ +10.2% growth in A&P[2]	▪ +9.8% organic growth ▪ 22.3% margin ▪ (30)bps ▪ +100bps organic	▪ £0.5bn share buyback completed ▪ c.£0.6bn paid in dividends ▪ c.£0.5bn to increase China JV stake

HALEON

1. Reconciliation/definition of IFRS to Adjusted results can be found in the Appendix
2. At constant exchange rates

2024 organic revenue growth[1] +5.0%



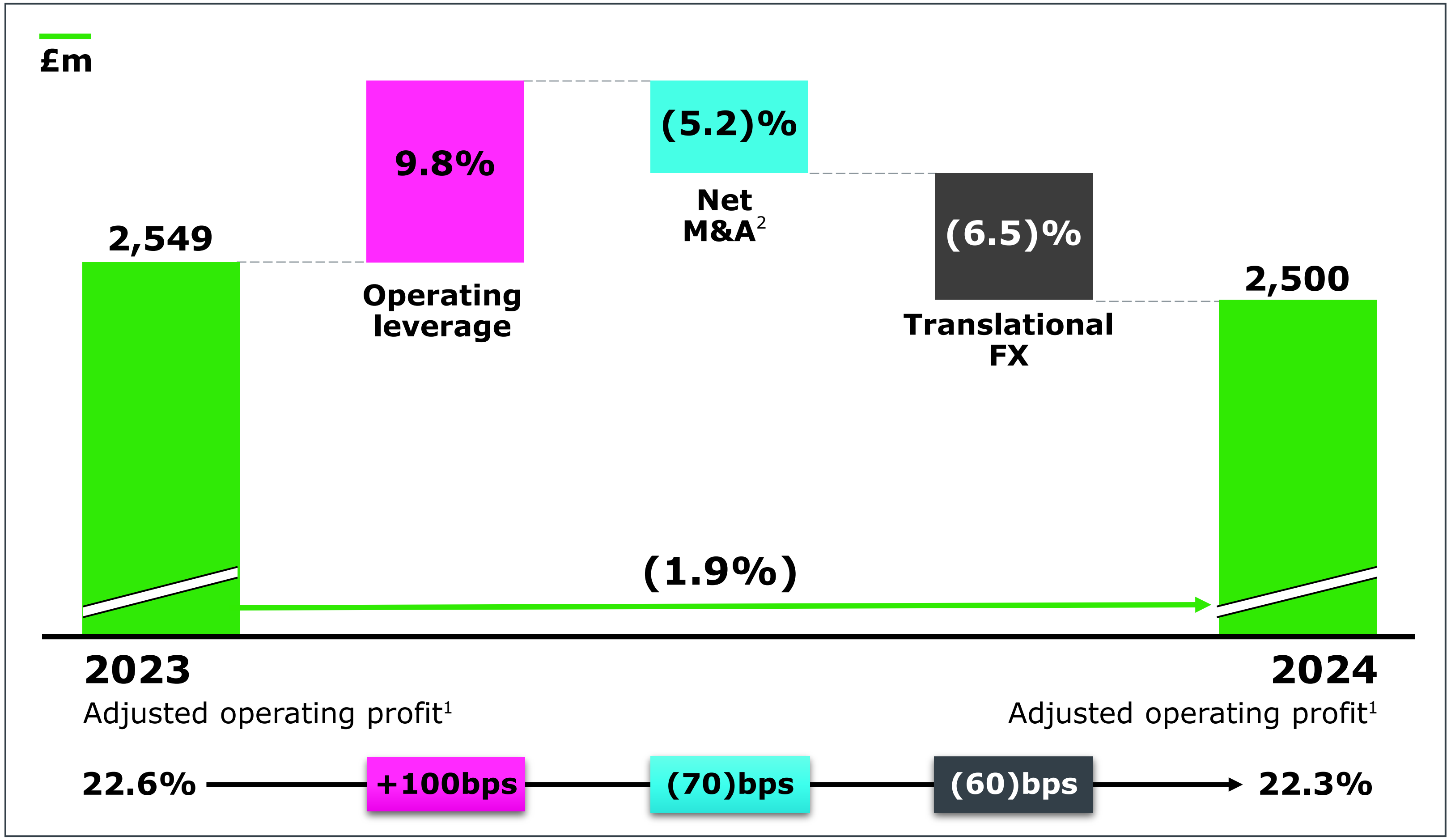
- Organic growth[1] primarily driven by pricing
- H2 2024 organic growth more balanced, with volume/mix +3.4% and price +3.0%
- Net M&A dilution reflects divestment of *ChapStick* and Nicotine Replacement Therapy business outside US
- Translational FX impact driven by YoY Sterling strength against key currencies including US Dollar, Euro, Chinese Renminbi and other emerging market currencies

HALEON

1. Refers to Organic revenue growth. Reconciliation/definition of IFRS to Adjusted results can be found in the Appendix
2. Net M&A: mainly disposals of *ChapStick and* Nicotine Replacement Therapy business outside the US

2024 organic profit growth[1] +9.8%

Strong operating leverage offset by divestments and translational FX



- A&P spend +10.2%[3] - focused on Power Brands and high growth markets
- Net M&A - divestment of *ChapStick* and Nicotine Replacement Therapy business outside US
- Translational FX – driven by movement in key currencies such as US Dollar and Chinese Renminbi

1. Reconciliation/definition of IFRS to Adjusted results can be found in the Appendix
2. Net M&A: Mainly the disposal of *ChapStick* and Nicotine Replacement Therapy business outside US
3. At constant exchange rates

Income Statement

£m	2024	2023	% YoY (AER)	% YoY (Organic)
Revenue	**11,233**	**11,302**	**(0.6)**	**5.0**
Adjusted gross profit[1]	**7,099**	**7,001**	**1.4**	**8.1**
% Adjusted gross margin[1]	*63.2%*	*61.9%*	*130bps*	*190bps*
Sales, general and admin[2]	(4,302)	(4,155)	3.5	7.5
Research and development[1]	(297)	(297)	-	2.7
Adjusted operating profit[1]	**2,500**	**2,549**	**(1.9)**	**9.8**
% Adjusted operating margin[1]	*22.3%*	*22.6%*	*(30)bps*	*100bps*

- Gross margin expansion driven by pricing, productivity and benefit of inventory revaluation in H1 2024
- SG&A increase primarily driven by 10.2%[3] increase in A&P investment

HALEON

1. Reconciliation/definition of IFRS to Adjusted results can be found in the Appendix
2. Includes Sales, general and admin: £(4,302)m (2023: £(4,160)m) and Other operating income/(expense): £nil (2023: £5m)
3. At constant exchange rates

North America

36% of 2024 revenue

Revenue

1.1% Organic growth[1]

2.3% Price

(1.2)% Volume / mix

Profit

£1,000m Adjusted operating profit[1]

24.7% Adjusted operating margin[1]

(2.1)% Organic growth[1]

- **2024 organic operating profit[1] declined 2.1%:**
  - \+ Operating leverage
  - \+ Productivity
  - – Strong increase in A&P investment
  - – Absence of tax credit benefit in prior year
- **Q4 organic revenue growth[1]:** 2.4% with 0.5% price and 1.9% volume/mix
- **Q4 performance reflects:**
  - – Continued strength across *Sensodyne*, *parodontax*, *Centrum*, *Voltaren* and *Tums*
  - – Weak C&F season impacting Respiratory Health and *Emergen-C*

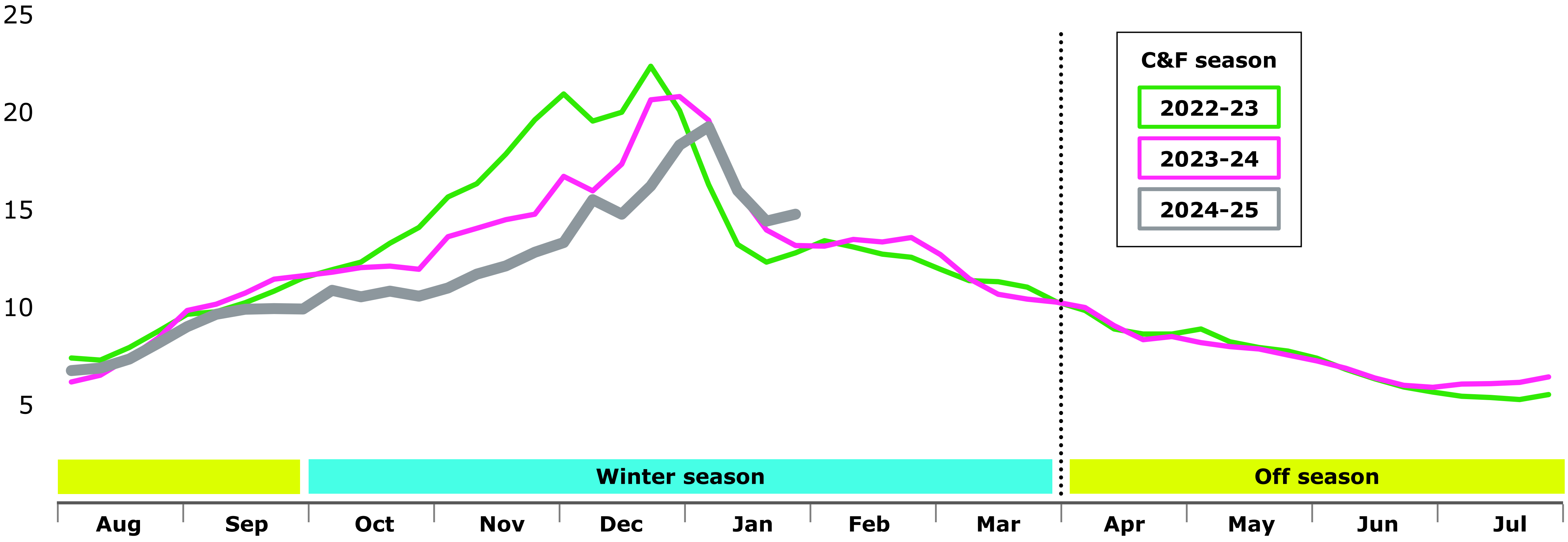
HALEON

1. Reconciliation/definition of IFRS to Adjusted results can be found in the Appendix

Respiratory Health

Soft cold and flu demand with unit sales running c. 10% below prior year levels

Weekly US market cold and flu (million units)



HALEON

Source: Circana MULOC+Ecom
Cough Cold Flu Sinus is aggregate of Adult CCF, Kids CCF, Adult Sinus, and Kids Sinus segments

EMEA & LATAM

41% of 2024 revenue

Revenue

7.9%
Organic growth[1]

5.9%
Price

2.0%
Volume / mix

Profit

£1,054m
Adjusted operating profit[1]

22.8%
Adjusted operating margin[1]

20.2%
Organic growth[1]

- **2024 organic operating profit[1] increased 20.2%:**
  - \+ Operating leverage
  - \+ Productivity
  - \+ Benefit of inventory revaluation in H1 2024
  - – Strong increase in A&P investment
- **Q4 organic revenue growth[1]:** 9.8% with 5.5% price and 4.3% volume/mix
- **Q4 performance reflects:**
  - – Continued strength across all three Oral Health Power Brands and *Centrum*
  - – Strong growth in Pain Relief underpinned by *Panadol* and *GrandPa* (South Africa)

1. Reconciliation/definition of IFRS to Adjusted results can be found in the Appendix

APAC

23% of 2024 revenue

Revenue

6.0%
Organic growth[1]

1.9%
Price

4.1%
Volume / mix

Profit

£539m
Adjusted operating profit[1]

21.1%
Adjusted operating margin[1]

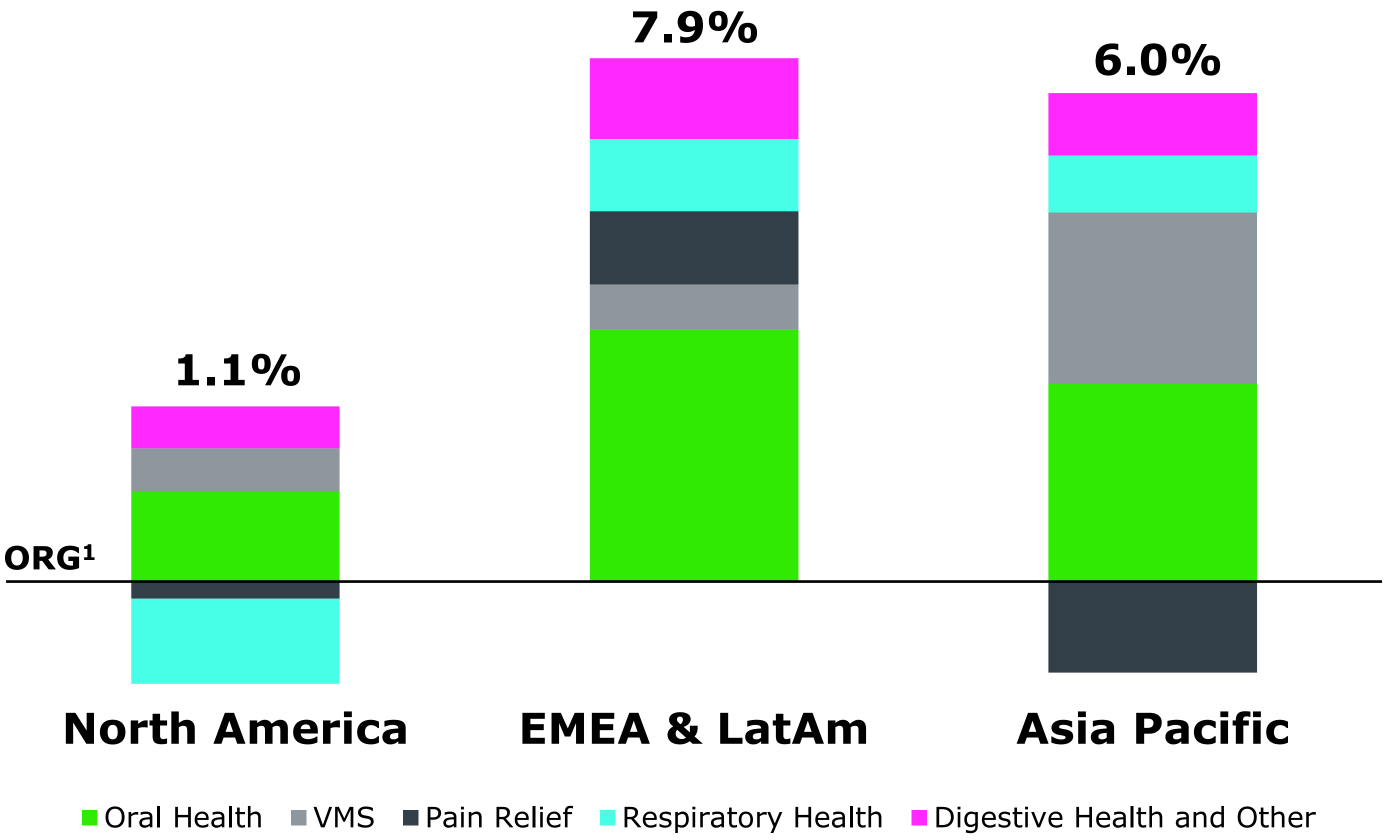
12.6%
Organic growth[1]

- **2024 organic operating profit[1] increased 12.6%:**
  - \+ Operating leverage
  - \+ Productivity
  - – Strong increase in A&P investment
- **Q4 organic growth[1]:**
  9.9% with 1.9% price and 8.0% volume/mix
- **Q4 performance reflects:**
  - – Continued strength in *Sensodyne*, *parodontax* and *Centrum*
  - – Strong Digestive Health & Other performance underpinned by innovations in *ENO* and *Bactroban*

HALEON

1. Reconciliation/definition of IFRS to Adjusted results can be found in the Appendix

Organic revenue growth[1] contributors by region



- Oral Health largest growth contributor across all regions
- North America impacted by soft cold & flu season
- APAC decline in Pain Relief from challenging comparative arising from easing of COVID-19 related restrictions in China

1. Reconciliation/definition of IFRS to Adjusted results can be found in the Appendix

Adjusted diluted EPS[1] growth +3.5%

£m	2024	2023	% change
Adjusted operating profit[1]	**2,500**	**2,549**	**(1.9)%**
Net finance costs	(302)	(368)	(17.9)%
Adjusted tax[1]	(527)	(512)	2.9%
% tax rate	*24.0%*	*23.5%*	*50bps*
Adjusted profit after tax[1]	**1,671**	**1,669**	**0.1%**
Non-controlling interests	(33)	(62)	(46.8)%
Profit after tax attributable to shareholders of the Group	1,638	1,607	1.9%
Adjusted diluted EPS[1]	**17.9p**	**17.3p**	**3.5%**
Diluted weighted average number of shares (millions)	**9,175**	**9,263**	(1.0)%

Net finance costs

- Reduction driven by debt reduction and higher interest income from bond raise in September 2024

Non-controlling interest

- Tough comparatives from the China JV in the first half from easing of COVID-19 related lockdown restrictions and increase in China JV stake with H2 2024 dividend included in purchase price consideration

Weighted average number of shares

- Reduction driven by cancellation of shares from £500m share buyback programme

HALEON

1. Reconciliation/definition of IFRS to Adjusted results can be found in the Appendix

Adjusting items

£m	2024	2023	% change
Adjusted operating profit[1]	**2,500**	**2,549**	**(1.9)%**
Net amortisation and impairment of intangible assets[1]	(147)	(224)	
Restructuring costs[1]	(214)	(169)	
Transaction related costs[1]	1	(2)	
Separation and admission costs[1]	(30)	(120)	
Disposals and others[1]	96	(38)	
Operating profit[2]	**2,206**	**1,996**	**10.5%**
% Operating profit margin[2]	*19.6%*	*17.7%*	*+190bps*

Net amortisation and impairment of intangible assets

- Includes £135m impairment related to *Nexium* from weaker market conditions in the PPI[3] category

Restructuring Costs

- Includes £152m costs from productivity programme and £60m related to the proposed closure of Maidenhead site (largely non-cash)

Separation and admissions costs

- Largely complete and expected to fall away in 2025

Proceeds from Disposals

- Includes £121m gain on disposal from divestment of NRT business outside US

1. Reconciliation/definition of IFRS to Adjusted results can be found in the Appendix
2. Refers to IFRS operating profit and operating profit margin
3. Proton Pump Inhibitor

HALEON

Strong free cash flow generation

£m	2024	2023
Adjusted operating profit[1]	**2,500**	**2,549**
P&L adjusting items[1]	(294)	(553)
Non-cash movements[2]	481	586
Working capital and other movements[3]	207	(37)
Taxation (paid)	(593)	(445)
Net interest (paid)	(285)	(377)
Distribution to non-controlling interests	(79)	(58)
Capital expenditure[4]	(318)	(336)
Proceeds from sale of intangible assets	325	246
Free cash flow	**1,944**	**1,575**

Non-cash movements

- Includes £121m gain on disposal of NRT business outside US

Working capital

- Significant improvement driven by inventory management

Net interest

- Reduction driven by paydown of debt and higher interest income from bond raise in September 2024

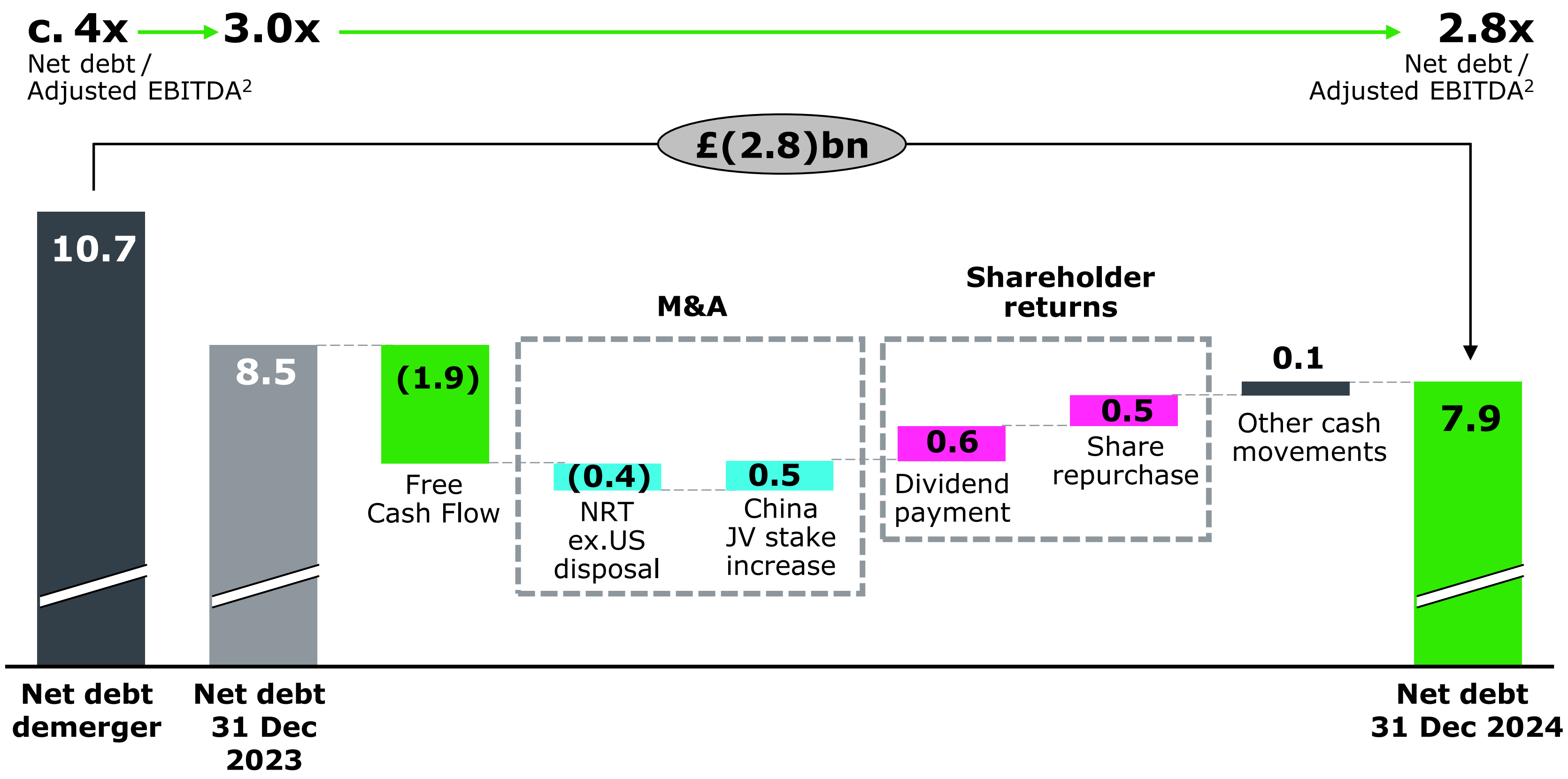
Proceeds from disposals

- Proceeds from disposal of *ChapStick*

1. Reconciliation/definition of IFRS to Adjusted results can be found in the Appendix
2. Includes Depreciation of property, plant and equipment and rights of use assets: £225m (2023: £201m), Amortisation and impairment of intangible assets: £99m (2023: £108m), Impairment and assets written off, net of reversals: £192m (2023: £200m), (Profit)/loss on sale of intangible assets: £(7)m (2023: £12m), Gain on sale of business/associates/subsidiaries: £(121)m (2023: £nil), Share based incentive plans: £102m (2023: £76m), Hyperinflation adjustment: £6m (2023: £nil), and Other non-cash movements: £(15)m (2023: £(11)m)
3. Working capital incl. returns and rebates: £110m (2023: £37m), decrease in other net liabilities: £97m (2023: £(74)m)
4. Includes purchase of property, plant and equipment: £(250)m (2023: £(234)m), Purchase of intangible assets: £(68)m (2023: £(102)m)

HALEON

Leverage reduced to 2.8x[1]



- Cost of bond debt[3]: 3.5%
- 75% fixed/25% floating[4]
- €750m + £300m fixed notes raised in September 2024
- £2.2bn cash and no commercial paper outstanding

1. Net debt / Adjusted EBITDA
2. Reconciliation/definition of IFRS to Adjusted results can be found in the Appendix
3. Weighted average cost for bond debt including impact of hedging activities and CNY term loan. Excluding cost of commercial paper, preference shares and leases
4. Of net debt as at 31 December 2024

HALEON

Disciplined capital allocation to deliver growth and attractive returns

Investing for growth

- Continued investment in A&P and innovation, including *Sensodyne* Clinical White
- Capex investment in new research facilities to drive productivity, including new Global Oral Health Innovation Centre in Weybridge, UK

M&A

- Divestment of non-core brands including *ChapStick* and NRT business outside US
- Increase in China JV stake to 88% with option to acquire remaining 12% in 2025

Shareholder returns

- £570m returned to shareholders through dividends[1]
- Completed £500m allocation to share buybacks

Sustained by a strong investment grade balance sheet

Improvement in credit ratings[2]

Target medium term leverage of around 2.5x net debt / adjusted EBITDA[3]

HALEON

1. Final 2023 dividend: £388m and Interim 2024 dividend: £182m
2. Upgraded to BBB+ (from BBB) with a Stable outlook by S&P Global on May 10 2024. Moody's upgraded Haleon's outlook to positive from stable with a rating of Baa1 on 25 April 2024
3. Reconciliation/definition of IFRS to Adjusted results can be found in the Appendix

2025 guidance

Organic revenue growth expected to be 4-6%

Organic operating profit growth ahead of organic revenue growth

Other modelling considerations

Net Interest, Tax, and non-controlling interest

- Net interest cost expected to be c.£270m
- Tax rate expected to be c.24%
- Non-controlling interest charge expected to be c.£15m

Net M&A and Translational Foreign Exchange

- Net M&A to impact revenue by c.(2)% and profit by c.(5.5)%[2]
- Translational FX expected to impact net revenue by c.(1.0)% and adjusted operating profit by c.(2.5)%[3]

2025 phasing

- Organic revenue and organic operating profit growth is expected to be weighted towards the second half of the year

1. Reconciliation/definition of IFRS to Adjusted results can be found in the Appendix
2. Net M&A impact primarily disposal of *ChapStick* (completed in May 2024) and NRT business outside the US (completed in September 2024)
3. Bloomberg forward consensus rates (taken as of 24 February 2025) averaged over 2025

HALEON

Brian McNamara

CEO

2024

Full year results

Medium term guidance

Annual organic revenue growth of 4-6%[1]

Organic operating profit growth ahead of organic revenue growth

Net debt/EBITDA[2] **of around 2.5x**

Dividend to grow at least in line with adjusted earnings

HALEON

1. Reconciliation/definition of IFRS to Adjusted results can be found in the Appendix
2. Adjusted EBITDA (see appendix for definition)

Strong performance, with 5.0% organic revenue growth[1] and 9.8% organic operating profit growth[1]

71% of business gained or maintained share[2] reflecting consumer preference for Haleon brands and strong in-market execution

Proactively managing portfolio to simplify and accelerate, recycling capital into higher growth opportunity with acquisition of additional 33% stake in China JV

Driving shareholder returns with over £1bn returned to shareholders in 2024. Announced £500m allocation to share buybacks in 2025

Increasingly confident in medium term guidance and continue to build track record of delivery

1. Reconciliation/definition of IFRS to Adjusted results can be found in the Appendix
2. Market share statements throughout this report are estimates based on the Group's analysis of third party market data of revenue for YTD December 2024, including IQVIA, IRI and Nielsen data. Represents % of brand-market combinations gaining or maintaining share (this analysis covers c. 90% of Haleon's total revenue)

Appendix

Glossary

We use certain alternative performance measures to make financial, operating, and planning decisions and to evaluate and report performance. Adjusted Results 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.

Organic revenue growth and organic operating profit growth: Our organic growth measures take our adjusted results and further exclude the impact of divestments, acquisitions, manufacture and supply agreements (MSAs) relating to divestments and closure production sites, and the impact of foreign currency exchange movements including changes in currency and price growth in excess of 26% in hyperinflationary economies from one period to the next. Inflation of 26% per year compounded over three years is one of the key indicators within IAS 29 to assess whether an economy is deemed to be hyperinflationary.

Organic revenue growth by individual geographical segment is further discussed by price and volume/mix changes, which are defined as follows:

Price: Defined as the variation in revenue attributable to changes in prices during the period. Price excludes the impact to organic revenue growth due to (i) the volume of products sold during the period and (ii) the composition of products sold during the period. Price is calculated as current year net price minus prior year net price multiplied by current year volume. Net price is the sales price, after deduction of any trade, cash or volume discounts that can be reliably estimated at point of sale. Value added tax and other sales taxes are excluded from the net price. In determining changes in price, we exclude the impact of price growth in excess of 26% per year in hyperinflationary economies as explained above.

Volume/Mix: Defined as the variation in revenue attributable to changes in volumes and composition of products sold in the period.

Adjusted Operating Profit is defined as operating profit less adjusting items as defined below.

Adjusting items include the following:

- **Net amortisation and impairment of intangible assets:** Net impairment of intangibles, impairment of goodwill and amortisation of acquired intangible assets, excluding computer software. These adjustments are made to reflect the performance of the business excluding the effect of acquisitions.
- **Restructuring costs:** From time to time, the Group may undertake business restructuring programmes that are structural in nature and significant in scale. The cost associated with such programmes includes severance and other personnel costs, professional fees, impairments of assets, and other related items.
- **Transaction-related costs:** Transaction-related accounting or other adjustments related to significant acquisitions including deal costs and other pre-acquisition costs, when there is certainty that an acquisition will complete. It also includes the costs of registering and issuing debt and equity securities and the effect of inventory revaluations on acquisitions.
- **Separation and admission costs:** Costs incurred in relation to and in connection with separation, UK Admission registration of the Company's Ordinary Shares represented by the Company's American Depositary Shares (ADSs) under the Exchange Act and listing of ADSs on the NYSE (the US Listing). These costs are not directly attributable to the sale of the Group's products and specifically relate to the foregoing activities, affecting comparability of the Group's financial results in historical and future reporting periods.
- **Disposals and others:** Includes gains and losses on disposals of assets, businesses and tax indemnities related to business combinations, legal settlement and judgements, the impact of changes in tax rates and tax laws on deferred tax assets and liabilities, retained or uninsured losses related to acts of terrorism, significant product recalls, natural disasters and other items. These gains and losses are not directly attributable to the sale of the Group's products and vary from period to period, which affects comparability of the Group's financial results. From period to period, the Group will also need to apply judgement if items of unique nature arise that are not specifically listed above.

Adjusted EBITDA: Adjusted EBITDA is calculated as profit after tax excluding income tax, finance income, finance expense, adjusting items (as defined), depreciation of property, plant and equipment and right-of-use assets, amortisation of computer software, impairment of property, plant and equipment, right-of-use assets and computer software net of impairment reversals.

Free cash flow: Free cash flow is calculated 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.

Net debt: Net debt at a period end is calculated as short-term borrowings (including bank overdrafts and short-term lease liabilities), long-term borrowings (including long-term lease liabilities), and derivative financial liabilities less cash and cash equivalents and derivative financial assets.

Historic quarterly growth across the categories

Organic revenue growth[1]

	2024					2023				
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY
Oral Health	10.6%	9.1%	8.2%	10.6%	**9.6%**	6.6%	15.4%	9.4%	11.5%	**10.6%**
VMS	9.9%	8.5%	3.7%	8.2%	**7.6%**	(3.7)%	2.7%	1.4%	3.1%	**0.9%**
Pain Relief	(4.8)%	(4.0)%	3.1%	7.4%	**0.1%**	11.0%	14.9%	6.2%	(1.8)%	**7.4%**
Respiratory Health	(2.7)%	(1.5)%	9.1%	(1.3)%	**0.9%**	33.0%	9.2%	4.2%	10.9%	**13.7%**
Digestive Health and Other	2.4%	7.5%	5.9%	6.6%	**5.5%**	7.3%	8.1%	0.9%	10.1%	**6.5%**
TOTAL	**3.0%**	**4.1%**	**6.1%**	**6.8%**	**5.0%**	9.9%	11.0%	5.0%	6.7%	**8.0%**
Price	*5.0%*	*3.4%*	*3.3%*	*2.7%*	***3.7%***	*7.1%*	*7.9%*	*6.6%*	*6.4%*	***7.0%***
Volume / mix	*(2.0)%*	*0.7%*	*2.8%*	*4.1%*	***1.3%***	*2.8%*	*3.1%*	*(1.6)%*	*0.3%*	***1.0%***

HALEON

1. Reconciliation of IFRS to Organic results can be found in the Appendix

Debt profile

Net debt

£m	Group net debt at 31 Dec 2024	Group net debt at 31 Dec 2023
Short-term borrowings[1]	1,487	656
Long-term borrowings	8,640	8,800
Derivative financial liabilities	160	190
Cash and cash equivalents	(2,250)	(1,044)
Derivative financial assets	(130)	(88)
Net debt	**7,907**	**8,514**

c.6.3 years

Duration[2]

c.3.5%

Cost of debt[3]

75%/25%

Fixed/Floating mix of net debt

1. 2024: includes the reclassification of $1,750m (£1,396m) bond due in March 2025 and no commercial paper (2023: no commercial paper)
2. Weighted average time to maturity for bond debt and CNY term loan as at 31 December 2024
3. Weighted average cost for bond debt including impact of hedging activities and CNY term loan. Excluding cost of commercial paper, preference shares and leases

HALEON

IFRS and Adjusted Income Statement

Unaudited

12 months ended 31 December

	Gross Profit		Operating Profit		Income tax	
£m	**2024**	**2023**	**2024**	**2023**	**2024**	**2023**
IFRS Results	6,824	6,747	2,206	1,996	(435)	(517)
Net amortisation and impairment of intangible assets[1]	147	224	147	224	(35)	(53)
Restructuring costs[2]	123	26	214	169	(49)	(35)
Transaction related costs	—	—	(1)	2	1	—
Separation and admission costs[3]	1	4	30	120	(7)	(29)
Disposals and others[4]	4	—	(96)	38	(2)	122
Adjusted results	**7,099**	**7,001**	**2,500**	**2,549**	**(527)**	**(512)**

	Selling, general and administration		Research and development		Other operating income/ (expenses)	
£m	**2024**	**2023**	**2024**	**2023**	**2024**	**2023**
IFRS Results	(4,452)	(4,413)	(298)	(311)	132	(27)
Net amortisation and impairment of intangible assets[1]	—	—	—	—	—	—
Restructuring costs[2]	90	129	1	14	—	—
Transaction related costs	—	2	—	—	(1)	—
Separation and admission costs[3]	29	116	—	—	—	—
Disposals and others[4]	31	6	—	—	(131)	32
Adjusted results	**(4,302)**	**(4,160)**	**(297)**	**(297)**	**—**	**5**

1. **Net amortisation and impairment of intangible assets**: includes £135m impairment charge on Nexium, impairment reversal of intangible assets of £(15m) (2023: nil), and amortisation of intangible assets excluding computer software £24m (2023: £39m). Impairment reversal of intangible assets relates to the divestment of ChapStick on 31 May 2024.
2. **Restructuring costs:** includes amounts related to business transformation activities. In 2024 it includes £68m of non-cash costs.
3. **Separation and admission costs:** includes amounts incurred in relation to and in connection with the separation and listing of the Group as a standalone business.
4. **Disposals and others**: includes £(121)m gain from disposal of Nicotine Replacement Therapy business outside the US

IFRS and Adjusted Income Statement

Unaudited

12 months ended 31 December

£m	Profit attributable to shareholders 2024	Profit attributable to shareholders 2023	Diluted earnings per share (pence) 2024	Diluted earnings per share (pence) 2023
IFRS Results	1,442	1,049	15.7	11.3
Net amortisation and impairment of intangible assets[1]	112	171	1.2	1.8
Restructuring costs[2]	165	134	1.8	1.4
Transaction related costs	—	2	—	—
Separation and admission costs[3]	23	91	0.3	1.1
Disposals and others[4]	(104)	160	(1.1)	1.7
Adjusted results	**1,638**	**1,607**	**17.9**	**17.3**

1. **Net amortisation and impairment of intangible assets**: includes £135m impairment charge on Nexium, impairment reversal of intangible assets of £(15)m (2023: £nil), and amortisation of intangible assets excluding computer software £24m (2023: £39m). Impairment reversal of intangible assets relates to the divestment of ChapStick on 31 May 2024.
2. **Restructuring costs**: includes amounts related to business transformation activities. In 2024 it includes £68m of non-cash costs.
3. **Separation and admission costs**: includes amounts incurred in relation to and in connection with the separation and listing of the Group as a standalone business.
4. **Disposals and others**: includes £(121)m gain from disposal of Nicotine Replacement Therapy business outside the US

HALEON

Reconciliation of FY organic growth

Product categories

12 months to 31 December

2024 vs 2023 (%)	**Oral Health**	**VMS**	**Pain Relief**	**Respiratory Health**	**Digestive Health and Other**	**Total**
Revenue growth	**5.6**	**3.4**	**(3.3)**	**(3.4)**	**(7.2)**	**(0.6)**
Organic adjustments	—	—	—	—	9.8	1.9
Effect of exchange rates	4.0	4.2	3.4	4.3	2.9	3.7
Organic revenue growth	**9.6**	**7.6**	**0.1**	**0.9**	**5.5**	**5.0**

Reconciliation of quarterly organic growth

North America

2024 vs 2023 (%)	Q1 2024	Q2 2024	Q3 2024	Q4 2024	FY 2024
Revenue Growth	**(7.1)**	**(1.4)**	**(2.1)**	**(3.7)**	**(3.6)**
Organic Adjustments	0.2	1.0	2.7	3.8	1.9
Effect of Exchange Rates	3.6	1.4	4.2	2.3	2.8
Organic Revenue Growth	**(3.3)**	**1.0**	**4.8**	**2.4**	**1.1**
Price	**4.5**	**1.7**	**2.4**	**0.5**	**2.3**
Volume/Mix	**(7.8)**	**(0.7)**	**2.4**	**1.9**	**(1.2)**

EMEA & LatAm

2024 vs 2023 (%)	Q1 2024	Q2 2024	Q3 2024	Q4 2024	FY 2024
Revenue Growth	**3.6**	**4.5**	**(1.6)**	**1.0**	**1.9**
Organic Adjustments	1.0	1.7	1.3	4.9	2.2
Effect of Exchange Rates	4.0	1.0	6.4	3.9	3.8
Organic Revenue Growth	**8.6**	**7.2**	**6.1**	**9.8**	**7.9**
Price	**7.5**	**5.3**	**5.3**	**5.5**	**5.9**
Volume/Mix	**1.1**	**1.9**	**0.8**	**4.3**	**2.0**

APAC

2024 vs 2023 (%)	Q1 2024	Q2 2024	Q3 2024	Q4 2024	FY 2024
Revenue Growth	**(4.7)**	**(2.1)**	**3.5**	**4.2**	**(0.1)**
Organic Adjustments	0.6	0.9	1.2	2.3	1.2
Effect of Exchange Rates	7.4	4.9	3.5	3.4	4.9
Organic Revenue Growth	**3.3**	**3.7**	**8.2**	**9.9**	**6.0**
Price	**1.7**	**2.8**	**1.1**	**1.9**	**1.9**
Volume/Mix	**1.6**	**0.9**	**7.1**	**8.0**	**4.1**

Group

2024 vs 2023 (%)	Q1 2024	Q2 2024	Q3 2024	Q4 2024	FY 2024
Revenue Growth	**(2.2)**	**0.8**	**(0.6)**	**(0.3)**	**(0.6)**
Organic Adjustments	0.6	1.2	1.8	3.9	1.9
Effect of Exchange Rates	4.6	2.1	4.9	3.2	3.7
Organic Revenue Growth	**3.0**	**4.1**	**6.1**	**6.8**	**5.0**
Price	**5.0**	**3.4**	**3.3**	**2.7**	**3.7**
Volume/Mix	**(2.0)**	**0.7**	**2.8**	**4.1**	**1.3**

Free cash flow and Adjusted EBITDA

Free cash flow

£m	Twelve months to 31 Dec 2024	2023
Net cash inflow from operating activities	**2,301**	**2,100**
Less: Capital expenditure[1]	(318)	(336)
Add: Sale of intangibles	325	246
Less: Distributions to non-controlling interests	(79)	(58)
Add: Interest received	75	27
Less: Interest paid	(360)	(404)
Free cash flow	**1,944**	**1,575**

Adjusted EBITDA[2]

£m	Twelve months to 31 Dec 2024	2023
Adjusted operating profit[2]	**2,500**	**2,549**
Add: Depreciation – Property Plant and Equipment	160	152
Add: Depreciation – Right of Use Assets	53	49
Add: Amortisation – Computer Software	75	69
Add: Impairment – Property Plant and Equipment, Right of Use assets and Computer Software	17	12
Adjusted EBITDA[2]	**2,805**	**2,831**

HALEON

1. Includes purchase of property, plant and equipment: £(250)m (2023: £(234)m) and Purchase of intangible assets: £(68)m (2023: £(102)m)
2. Definitions can be found in the Appendix

2024 full year results

Jo Russell
Head of Investor Relations

Joanne.c.Russell@Haleon.com
+44 7787 392441

Rakesh Patel
Director

Rakesh.x.Patel@Haleon.com
+44 7552 484646

Emma White
Director

Emma.x.White@Haleon.com
+44 7823 523562