



2022 Half year results

September 2022

— 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, 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 document.

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 17 to 45 of Haleon's prospectus and under "Risk Factors" in Haleon's Registration Statement on Form 20-F and page 15 of this release. 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 ("FCA")), 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.

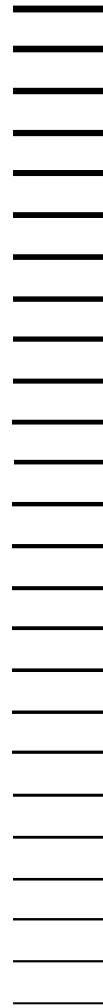
No statement in this document is or is intended to be a profit forecast or profit estimate.



Brian McNamara

CEO

2022
Half year results



Strong half year results with double digit revenue growth and margin expansion

Competitive performance: 2/3 business gained or held share¹

Strong free cash flow underpinning confidence in ability to de-lever quickly

Confidence in FY 2022 and medium term guidance

H1 reiterates delivering growth consistent with strategy

— Clear approach to deliver growth ambitions



4-6% organic annual revenue growth¹

Expanding margin² while investing for growth

High cash conversion³

Disciplined capital allocation

— Delivering competitive growth

11.6%
organic revenue growth¹ with
Power Brands ahead at 13.4%

$\frac{2}{3}$
of business gaining or
maintaining market share²

Supported by:
Innovations and activations,
Channel and geographic expansion



¹ Organic annual revenue growth (see appendix for definition), in the medium term

² Market share statements throughout this report are estimates based on the Group's analysis of third party market data of revenue for the first six months of 2022 including IQVIA, IRI and Nielsen data. Represents % of brand-market combinations gaining or maintaining share (this analysis covers > 85% of Haleon's total revenue)

— Oral Health

Outperforming globally

3/4 business gained or maintained market share¹

including gains in key markets such as US and China

Haleon Oral Health **sales 2x market**

Sensodyne, parodontax and Polident **all gained share globally¹**

New Sensodyne and parodontax **innovations launched**

Activated parodontax in **new markets**



— Vitamins, mineral and supplements

Gaining market share in US and China¹

Double digit revenue growth
driven by:

New campaigns

including Centrum Silver
and Emergen C Kidz



+

Optimised in-season

omni channel activation
and increased A&P



+

New innovations

across the three brands



— Over-the-counter: Pain relief and Digestive Health

Panadol, ENO and Tums positively contributing to organic growth in H1

Pain relief

Panadol the standout performer



Digestive Health & Other

ENO and Tums strong performers



Over-the-counter: Respiratory health

Contributing 4% to Haleon organic revenue growth¹

Meeting demand
strong cold and flu season and
Covid-19 Omicron



**Meaningful and
distinct brands**



New innovations



— Channel and geographic expansion

Combined with effective marketing

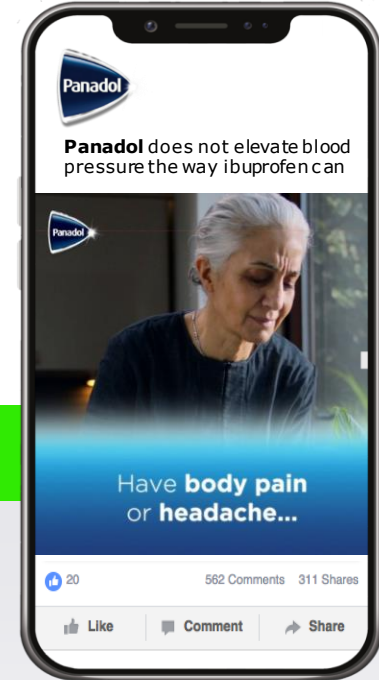


**E-commerce 9%
total sales**

Grew
high-teens percent



Geographic expansion
parodontax activated
in new markets



**Successful
marketing campaigns**

— Performance underpinned by strong execution and financial discipline

Demerger, listing and separation

Successful separation

Technology systems
cutover complete

Synergies

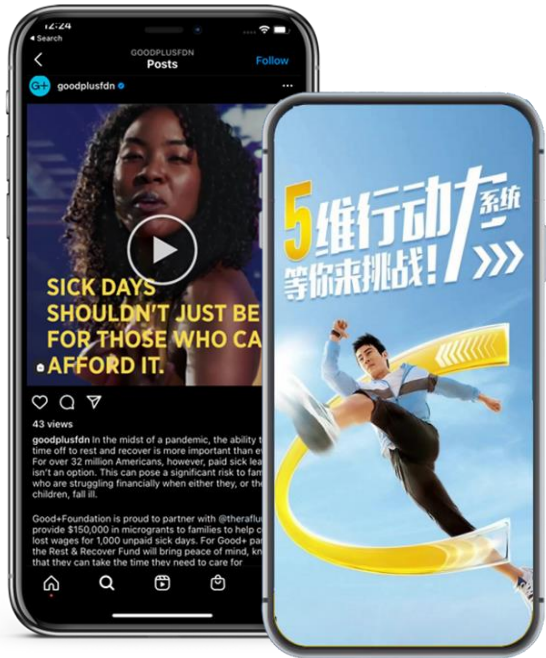
c.70% of FY 2022 Pfizer
synergies delivered

On track to deliver FY
2022 synergies

Offsetting inflationary pressures

Initiatives to offset input price
and commodity inflation

— Responsible business integral to our strategy

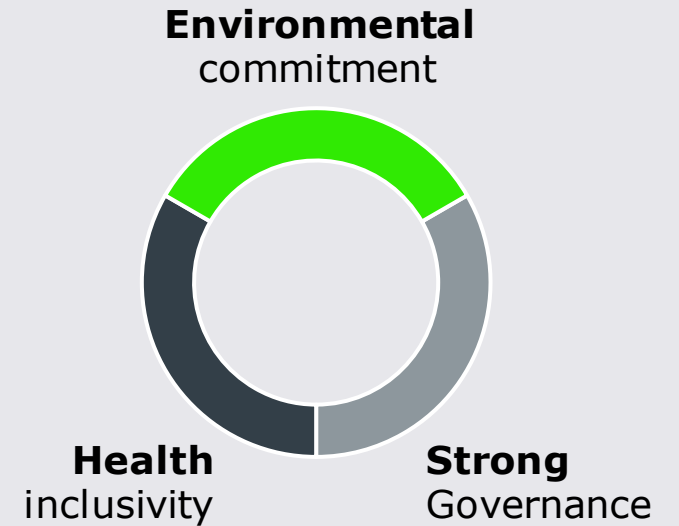


Continued brand initiatives to **promote inclusivity** including Theraflu in US and Caltrate in Asia Pacific

On track to achieve **100% reduction** in Scope 1 & 2 carbon emissions by 2030 and reduce Scope 3 carbon from source to sale by **42%** by 2030

Developing **solutions for all packaging to be recyclable or reusable by 2030** and to reduce virgin petroleum based plastic use by 1/3 by 2030

Launched a new global parental leave policy¹: all members of staff entitled to 26 weeks of fully paid parental leave



Zantac

- Haleon is not a party to any Zantac claims
- We have notified GSK and Pfizer that we reject their requests for indemnification
- JV agreement was signed when JV was formed towards the end of 2018
- In our view, the indemnities set out in the JV agreement only cover GSK and Pfizer's Consumer Healthcare business as conducted then
- At that time, neither GSK nor Pfizer marketed OTC Zantac in the US or Canada



Tobias Hestler

CFO

2022
Half year results

H1 key financials

£5.2^{bn}

Revenue

£1.2^{bn}

Adjusted
operating profit¹

23.0%

Adjusted
operating profit margin¹

£0.6^{bn}

Free cash flow¹

11.6%

Organic revenue
growth

+15.5%

CER growth¹

+150bps

AER

&

+90bps

CER

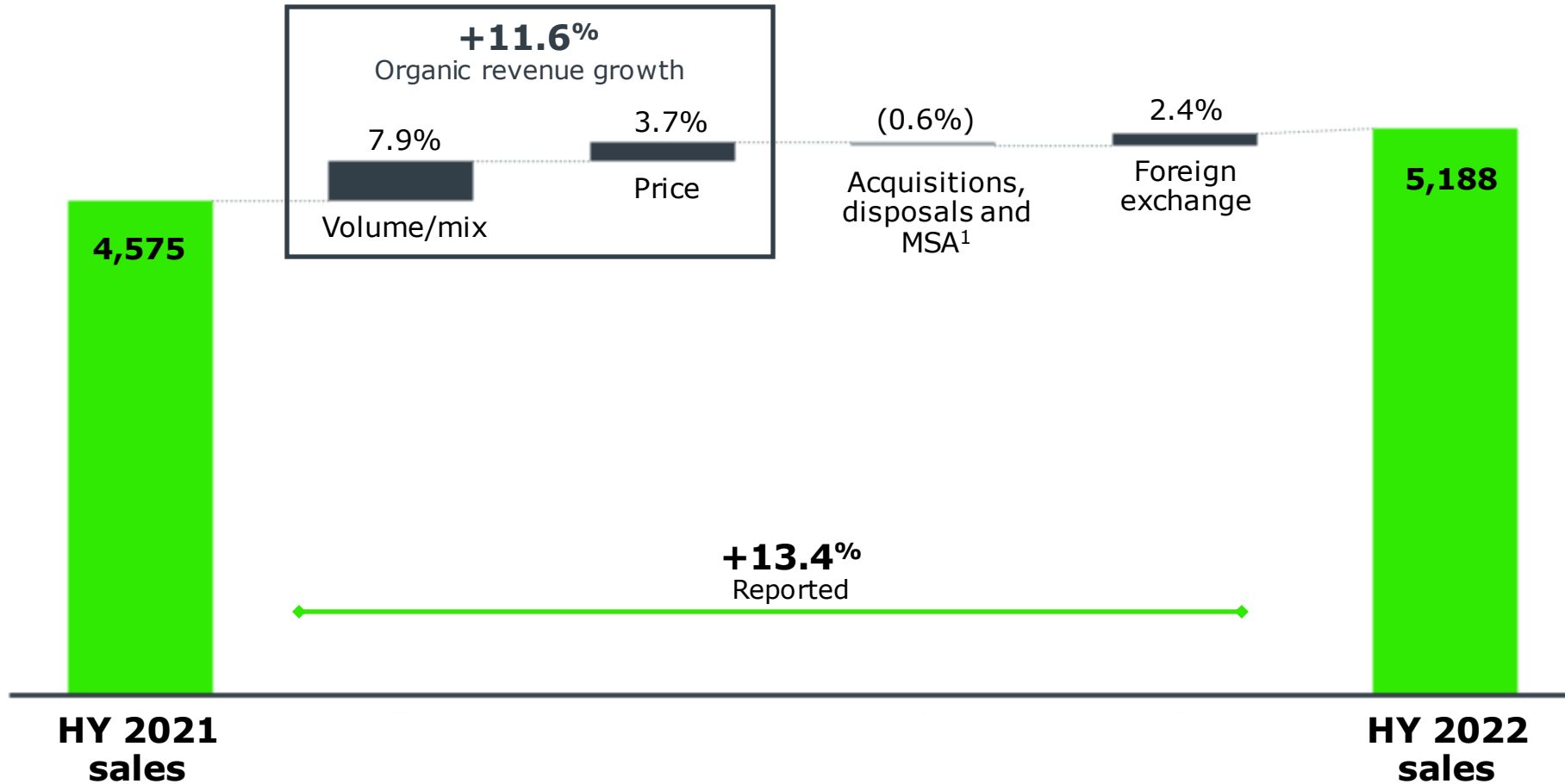
102%

Free cash flow
conversion¹

Half year revenue growth

Delivering positive volume/mix and pricing

£m

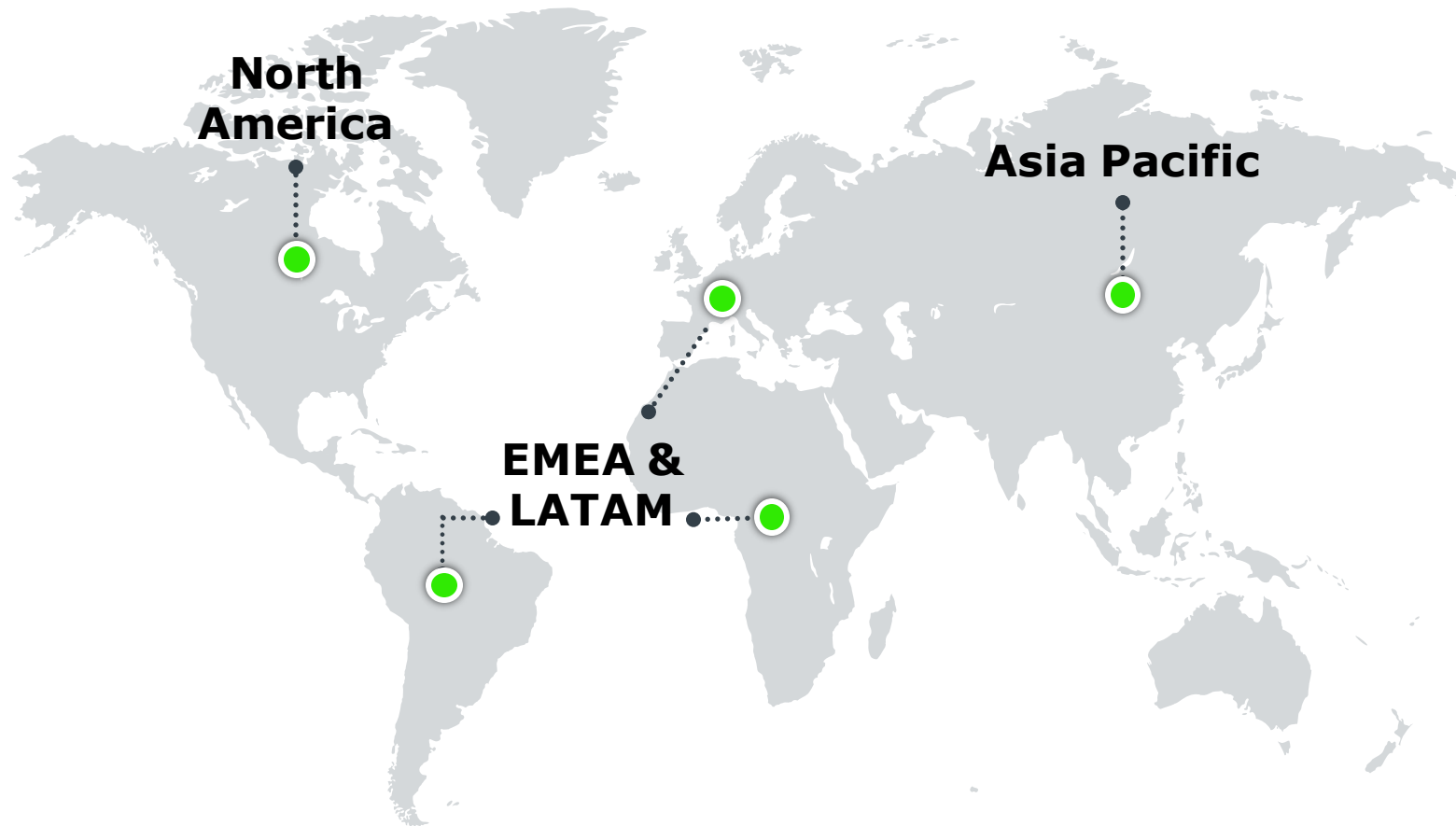


— Broad based growth across categories

Balanced between price and volume mix, and improved pricing in Q2

	Revenue	Organic revenue growth ¹		
	£m	H1	Q2	Q1
Oral Health	1,438	5%	2%	8%
VMS	816	12%	9%	15%
Pain Relief	1,248	12%	5%	19%
Respiratory Health	683	47%	40%	53%
Digestive Health and Other	1,003	3%	3%	4%
TOTAL	5,188	12%	8%	16%
<i>Price</i>	-	4%	4%	3%
<i>Volume / Mix</i>	-	8%	4%	13%

Strong revenue growth across regions



Revenue

North America

10.4% OSG¹

£1,873m (H1 2021: £1,595m)

EMEA & LATAM

12.1% OSG¹

£2,069m (H1 2021: £1,903m)

Asia Pacific

12.3% OSG¹

£1,246m (H1 2021: £1,077m)

North America

10.4%

Organic growth¹

2.1%

Price

8.3%

Volume/mix

£1,873^m

Sales

24.2%

Adjusted
operating margin¹

Oral health

Sensodyne impacted by change in retailer inventory levels and good growth in parodontax

VMS

Good Centrum and VMS growth supported by increased capacity

Pain relief

Increased demand for Advil due to Omicron wave and retailer stocking patterns



EMEA & LATAM

12.1%

Organic growth¹

5.5%

Price

6.6%

Volume/mix

£2,069^m

Sales

22.6%

Adjusted
operating margin¹

Oral health

Strong parodontax growth and robust recovery in Denture Care as well as continued Sensodyne growth

VMS

Growth driven by Centrum and local strategic brands

Pain relief

Growth largely reflecting Panadol performance



Asia Pacific

12.3%

Organic growth¹

3.1%

Price

9.2%

Volume/mix

£1,246^m

Sales

24.1%

Adjusted
operating margin¹

Oral health

Strong growth in India, partly offset by some weakness in China

VMS

Double digit growth supported by successful campaigns for Centrum and Caltrate

Pain relief

Successful Panadol activation and execution in markets including Australia, Malaysia and Taiwan



— Delivering positive operating leverage and profit growth¹

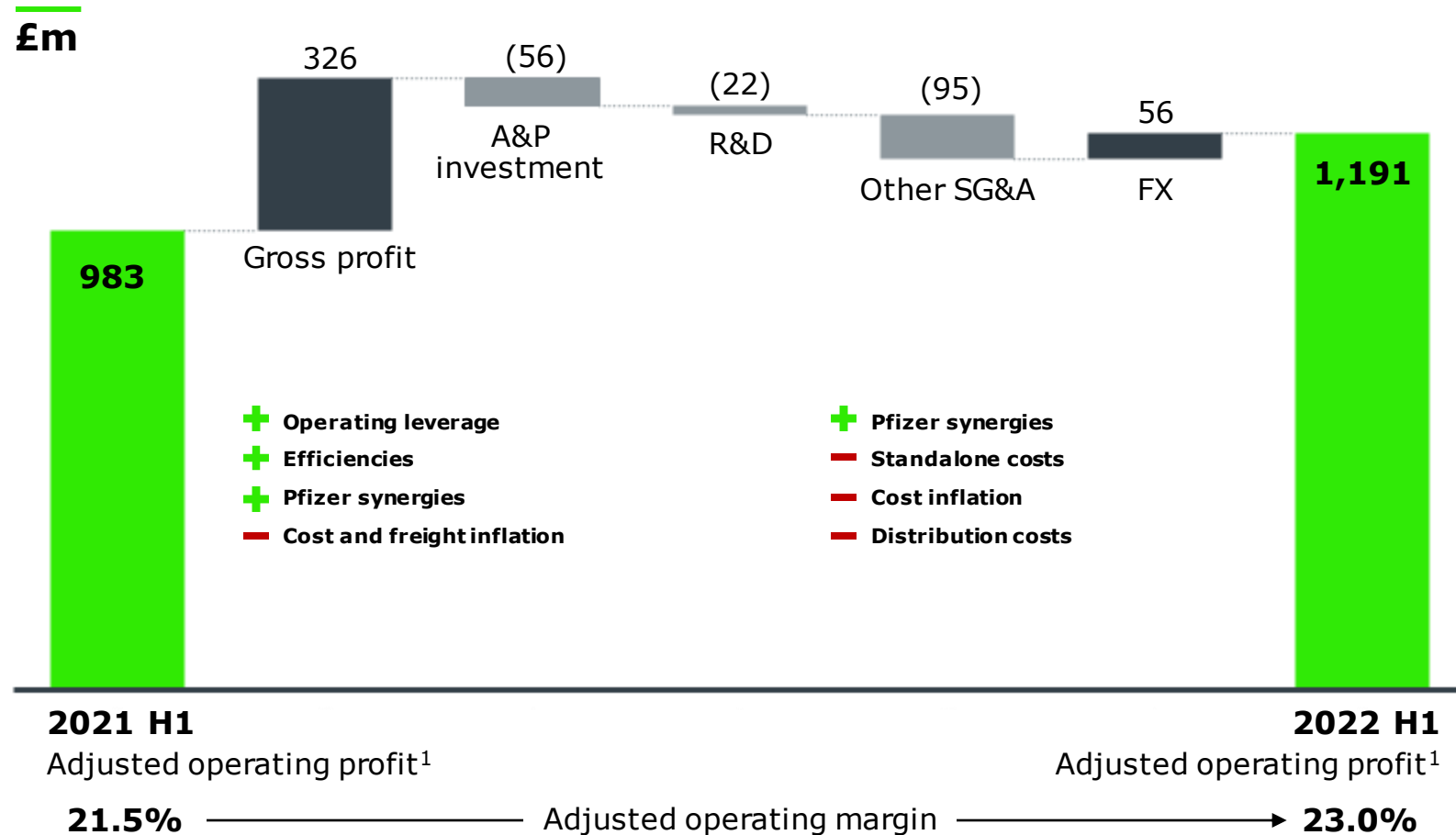
£m	H1 2022	H1 2021	% change	
Revenue	5,188	4,575	13.4	← Power brand organic revenue growth ahead of Haleon organic growth (11.6%)
Adjusted gross profit²	3,258	2,860	13.9	
<i>% Adjusted gross margin²</i>	<i>62.8%</i>	<i>62.5%</i>	<i>0.3pts</i>	← Absorbed higher commodity related costs and freight cost inflation
Sales, general and admin	(1,930)	(1,766)	9.3	← A&P up 6% (CER), standalone costs (although still ramping up), R&D impacted by re-allocation of spend from SG&A
Research and development	(137)	(111)	23.4	
Adjusted operating profit²	1,191	983	21.2	← +15.5% at CER
<i>% Adjusted operating margin</i>	<i>23.0%</i>	<i>21.5%</i>	<i>1.5pts</i>	← +90bps at CER
Depreciation and amortisation ³	115	106	8.5	
Adjusted EBITDA ²	1,306	1,089	19.9	

¹ A djusted income statement

² Reconciliation of IFRS to A djusted results can be found in the Appendix

³ Includes Depreciation – Property Plant and Equipment £66m (H1 2021: £68m), Depreciation – Right of Use Assets: £16m (H1 2021: £16m), Amortisation – Computer Software: £28m (H1 2021: £17m), Impairment – Property Plant and Equipment, Right of Use assets: £5m (H1 2021: £5m)

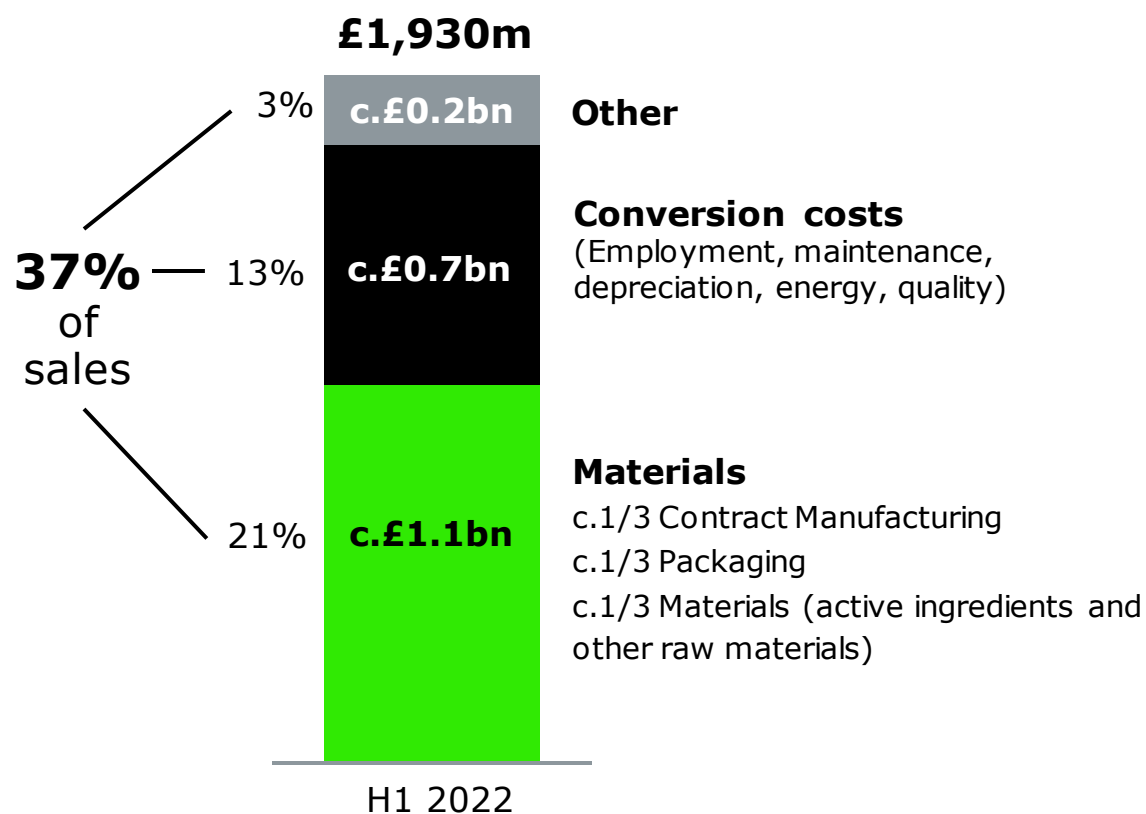
Strong adjusted operating profit growth



- + 90bps Adjusted operating margin improvement at CER
- 150bps increase in Adjusted operating margin at reported rates
- Continued investment in A&P and R&D
- Positive benefit from foreign exchange

— Structurally advantaged on COGS

Composition of Adjusted cost of goods sold



- › Commodity and commodity related costs <10% of sales
- › FY Inflation mid teens for commodity / materials and high ddgt for freight
- › c. 90% price fixed contracts or hedged for H2 2022
- › Energy costs c. 1% of COGS
- › Pricing and efficiencies to mitigate cost pressures

Other P&L financial information¹

£m	H1 2022	H1 2021	% change
Adjusted operating profit²	1,191	983	21.2
Net finance costs	(36)	(1)	n/m
Adjusted tax ²	(245)	(224)	9.4
% tax rate ²	21.2%	22.8%	(1.6)
Adjusted profit after tax²	910	758	20.1
Non controlling interests	(27)	(29)	(6.9)
Profit after tax attributed to shareholders of the Group ²	883	729	21.1
Adjusted EPS	9.6p	7.9p	21.5

Reflects interest of £79m related to bonds issued in March 2022 offset by interest income of £43m mainly related to the on-lend of funds to GSK and Pfizer

— Adjusting items largely separation and admission costs

£m	H1 2022	H1 2021	% change	
Adjusted operating profit¹	1,191	983	21.2	
Net amortisation and impairment of intangible assets ²	(40)	(21)	n/m	← Includes £19m Ukraine brand impairment
Restructuring costs ³	(20)	(77)	n/m	← Pfizer integration programme completed
Separation and admission costs ⁴	(229)	(105)	n/m	← Costs will peak in FY2022
Disposals and others ⁵	(2)	(43)	n/m	
Operating profit⁶	900	737	22.1	
% Operating margin⁶	17.3%	16.1%	1.2%	

1 See glossary in Appendix

2 Net amortisation and impairment of intangible assets: Includes impairment of intangible assets H1 2022: £18m (H1 2021: £1m) and amortisation of intangible assets excluding computer software H1 2022: £22m (H1 2021: £20m). Amortisation and impairment of intangible assets arising from intangible assets acquired in business combinations are adjusted to reflect the performance of the business excluding the effect of acquisition accounting.

3 Restructuring costs: Includes amounts related to business transformation activities H1 2022: £20m (H1 2021: £77m)

4 Separation and Admission costs: Includes amounts incurred in relation to and in connection with the separation H1 2022: £186m (H1 2021: £74m) and listing H1 2022: £43m (H1 2021: £31m) of the Group as a standalone business

5 Disposals and others: Includes gains and losses on disposals of assets and businesses H1 2022: £3m (H1 2021: £10m), tax indemnities related to business combinations H1 2022: £(5)m (H1 2021: nil), and other items H1 2022: £4m (H1 2021: £33m)

6 Refers to IFRS operating profit and operating margin

— Strong free cash flow generation

£m	H1 2022	H1 2021	
Adjusted operating profit¹	1,191	983	
P&L adjusting items ²	(291)	(246)	← Separation and admission costs to peak in 2022
Non-cash movements ³	158	108	
Working capital and other movements ⁴	(240)	(459)	← Impacted by phasing and H1 build up
Taxation paid	(138)	(152)	← Reduced in H1 2022 given repayments prior years
Net interest received	8	-	
Distribution to non-controlling interests	(47)	-	← Paid in H1 2022 versus H2 2021
Net capital expenditure ⁵	(88)	(45)	← FY22 expected to be c.3% of sales
Free cash flow	553	189	

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

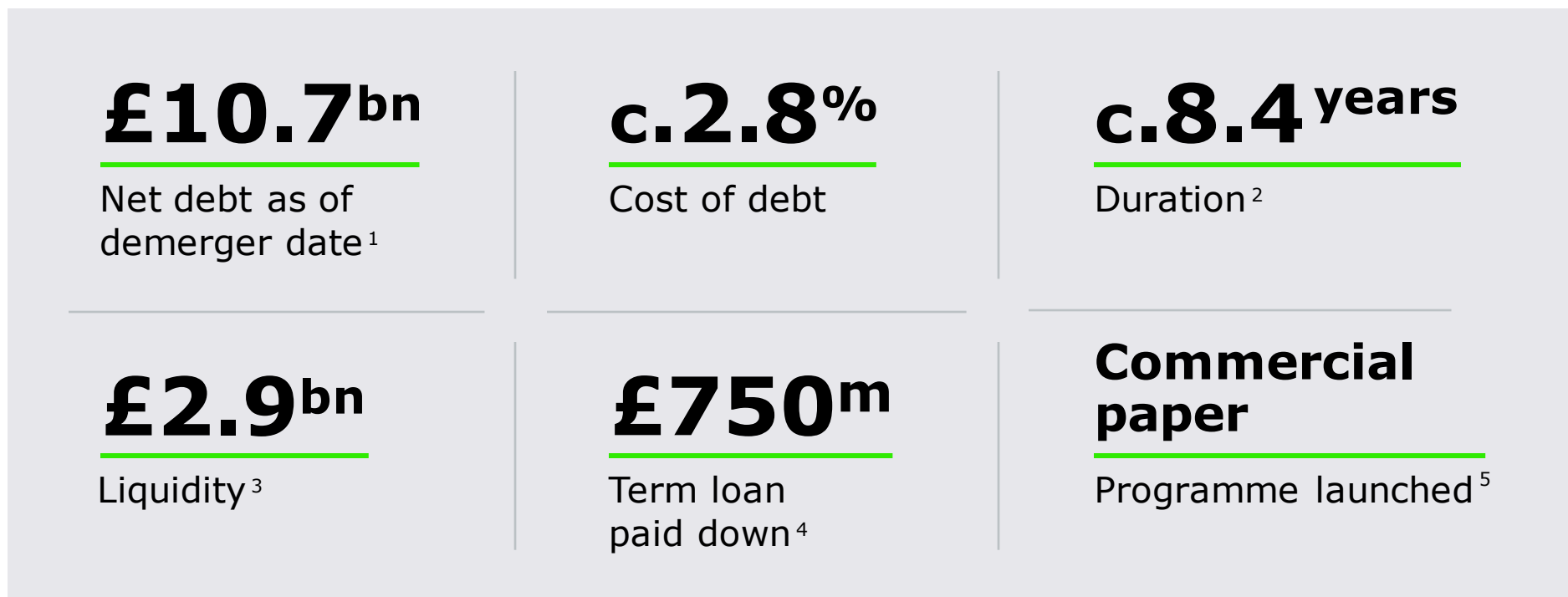
2 Adjusting items include Net amortization and impairment of intangible assets: £40m (H1 2021: £21m), Restructuring costs: £20m (H1 2021: £77m), Separation and admission costs: £229m (H1 2021: £105m), Disposals and Others: £2m (H1 2021: £43m)

3 Includes Depreciation of property, plant and equipment and rights of use assets: £82m (H1 2021: £84m), Amortisation of intangible assets: £50m (H1 2021: £36m), Impairment and assets written off, net of reversals: £23m (H1 2021: £7m), Profit on sale of intangible assets: £(3)m (H1 2021: £(6)m), Profit on sale of businesses: Nil (H1 2021: £(4)m), and Other non-cash movements: £6m (H1 2021: £(9)m)

4 Includes changes in working capital: £(196)m (H1 2021: £424m), Decrease in other non-current financial liabilities: Nil (H1 2021: £1m) Changes in pension and other provisions: £44m (H1 2021: £36m)

5 Includes purchase of property, plant and equipment: £78m (H1 2021: £89m), Proceeds from sale of property, plant and equipment: £1m (H1 2021: £7m), Purchase of intangible assets: £(14)m (H1 2021: £(35)m) and Proceeds from sale of intangible assets: £3m (H1 2021: £72m)

— Strong liquidity and long term capital structure in place



1 Refers to 18 July 2022, the completion date of the Haleon Group's demerger from the GSK group

2 Weighted average time to maturity for bond debt as at 30th June 2022

3 At 18th July 2022, comprising £2.2bn (\$1.4bn and £1.0bn) of undrawn bank facilities and £716m of cash and cash equivalents

4 Paid in August and September 2022 funded from operating cash flow and commercial paper program

5 Consists of \$10bn US commercial paper programme and a £2bn Euro commercial paper programme

Outlook

for full year 2022

Organic annual revenue growth¹ of 6-8%

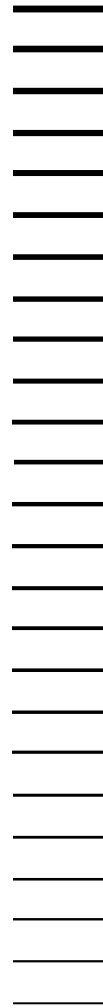
Adjusted operating margin¹ down slightly at constant currency (FY21: 22.8%)

Currency slight positive on adjusted operating margin²

Adjusted effective tax rate¹ at lower end of 22-23%

Interest expense £0.2bn

Net capex c. 3% of sales



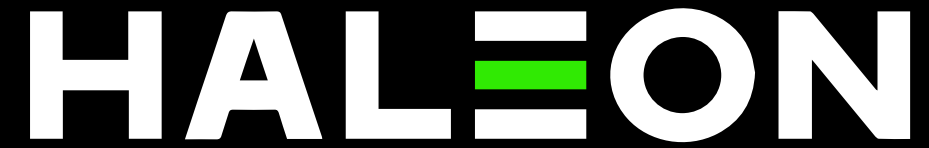
Strong half year results with double digit revenue growth and margin expansion

Competitive performance: 2/3 business gained or held share¹

Strong free cash flow underpinning confidence in ability to de-lever quickly

Confidence in FY 2022 and medium term guidance

H1 reiterates delivering growth consistent with strategy



**2022 Half year results
Q&A**

September 2022



Appendix

2022
Half year results

Glossary

A number of Adjusted measures are used to report the performance of our business which are non-IFRS measures. Adjusted results, CER 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. These measures are defined and set out below. Reconciliations to the nearest IFRS measure will be provided as part of the Historical Financial Information as part of the Prospectus.

Adjusted EBITDA is defined as profit after tax for the year excluding income tax, finance income, finance expense, Adjusting Items (as defined below), depreciation of property plant and equipment, impairment of property plant and equipment net of reversals, depreciation of right-of-use assets, and amortisation of software intangibles.

Adjusting Items include the following:

- **Net amortisation and impairment of intangible assets:** Intangible amortisation and impairment of goodwill, brands, licenses and patents net of impairment reversals.
- **Restructuring costs:** include personnel costs associated with restructuring programs, impairments of tangible assets and computer software relating to specific programmes approved by the Board from time to time that are structural and of a significant scale, where the costs of individual or related projects exceed £15 million. These costs also include integration costs following an acquisition.
- **Separation and admission costs:** costs incurred in relation to and in connection with the demerger, separation, admission and registration of Haleon Shares.
- **Transaction related costs:** Accounting or other adjustments related to significant acquisitions.
- **Disposal and other adjusting items:** Gains and losses on disposals of assets and businesses, tax indemnities related to business combinations, and other items.

Adjusted Operating Profit is defined as operating profit less Adjusting Items as defined earlier.

Free cash flow is defined 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.

Free cash flow conversion is defined as free cash flow, as defined above, divided by profit after tax.

Net capital expenditure: Includes purchases net of sales of property, plant and equipment and other intangible assets.

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.

Organic revenue growth represents revenue growth, as determined under IFRS and excluding the impact of acquisitions, divestments and closures of brands or businesses, revenue attributable to manufacturing service agreements (“MSAs”) relating to divestments and the closure of sites or brands, and the impact of currency exchange movements.

Organic revenue growth by individual region 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.
- **Volume/Mix:** Defined as the variation in revenue attributable to changes in volumes in the period.

— Medium term guidance

Organic annual sales growth of 4-6%¹

Sustainable adjusted operating margin expansion at constant currency¹

Net debt/EBITDA² expect to be below 3x
by the end of 2024

Initial dividend expected to be at the lower end of the 30-50% pay out range³

IFRS and Adjusted Income Statement

Unaudited

H1 2021

£m	IFRS results	Net amortisation and impairment of intangible assets ²	Restructuring costs ³	Transaction related costs	Separation and admission costs ⁴	Disposals and others ⁵	Adjusted results
Revenue	4,575	-	-	-	-	-	4,575
Cost of sales	(1,761)	21	25	-	-	-	(1,715)
Gross profit	2,814	21	25	-	-	-	2,860
<i>Gross profit margin %</i>	<i>61.5%</i>						<i>62.5%</i>
Selling, general and admin	(1,978)	-	54	-	105	53	(1,766)
Research and development	(109)	-	(2)	-	-	-	(111)
Other operating income	10	-	-	-	-	(10)	-
Operating profit	737	21	77	-	105	43	983
<i>Operating profit margin %</i>	<i>16.1%</i>						<i>21.5%</i>
Net finance costs	(1)	-	-	-	-	-	(1)
Profit before taxation	736	21	77	-	105	43	982
Taxation	(216)	(3)	(17)	-	(20)	32	(224)
<i>Tax rate %</i>	<i>29%</i>						<i>23%</i>
Profit after tax for the period	520	18	60	-	85	75	758
Shareholders of the Group	491	18	60	-	85	75	729
Non-controlling interests	29	-	-	-	-	-	29
Basic earnings per Share¹	5.3p	0.2p	0.6p	-	0.9p	0.8p	7.9p
Weighted average number of shares (in millions)	9,235						9,235

H1 2022

£m	IFRS results	Net amortisation and impairment of intangible assets ²	Restructuring costs ³	Transaction related costs	Separation and admission costs ⁴	Disposals and others ⁵	Adjusted results
Revenue	5,188	-	-	-	-	-	5,188
Cost of sales	(1,977)	40	8	-	-	(1)	(1,930)
Gross profit	3,211	40	8	-	-	(1)	3,258
<i>Gross profit margin %</i>	<i>61.9%</i>						<i>62.8%</i>
Selling, general and admin	(2,179)	-	13	-	229	7	(1,930)
Research and development	(136)	-	(1)	-	-	-	(137)
Other operating income	4	-	-	-	-	(4)	-
Operating profit	900	40	20	-	229	2	1,191
<i>Operating profit margin %</i>	<i>17.3%</i>						<i>23.0%</i>
Net finance costs	(36)	-	-	-	-	-	(36)
Profit before taxation	864	40	20	-	229	2	1,155
Taxation	(320)	(6)	(4)	-	(37)	122	(245)
<i>Tax rate %</i>	<i>37%</i>						<i>21%</i>
Profit after tax for the period	544	34	16	-	192	124	910
Shareholders of the Group	517	34	16	-	192	124	883
Non-controlling interests	27	-	-	-	-	-	27
Basic earnings per Share¹	5.6p	0.4p	0.2p	-	2.1p	1.3p	9.6p
Weighted average number of shares (in million)	9,235						9,235

1. Basic and diluted earnings per share are the same in both periods presented. Earnings per share calculation is performed using the weighted average number of outstanding shares issued by the Haleon plc as outlined in Note 10 of the 2022 Half year results press release
2. Net amortisation and impairment of intangible assets: Includes impairment of intangible assets (H1 2022: £18m, H1 2021: £1 m) and amortisation of intangible assets excluding computer software (H1 2022: £22m, H1 2021: £20m). A mortisation and impairment of intangible assets arising from intangible assets acquired in business combinations are adjusted to reflect the performance of the business excluding the effect of acquisition accounting.
3. Restructuring costs: Includes amounts related to business transformation activities (H1 2022: £20m, H1 2021: £77m).
4. Separation and Admission costs: Includes amounts incurred in relation to and in connection with the separation (H1 2022: £186m, H1 2021: £105m) and listing (H1 2022: £43m, H1 2021: Nil) of the Group as a standalone business.
5. Disposals and others: Includes gains and losses on disposals of assets and businesses (H1 2022: £3m, H1 2021: £10m), tax indemnities related to business combinations (H1 2022: £(5)m, H1 2021: nil), and other items (H1 2022: £4m, H1 2021: £33m). In H1 2022, the tax effect includes a £104m tax charge related to the revaluation of US deferred tax liabilities due to the increase in the blended rate of US state taxes expected to apply as a result of the demerger

Reconciliation of organic growth

Product Categories

2022 vs 2021 (%)	Oral Health	VMS	Pain Relief	Respiratory Health	Digestive Health and Others	Total
Revenue Growth	5.7	16.2	14.2	50.1	3.9	13.4
Organic Adjustments	(0.3)	0.1	-	0.3	3.2	0.6
of which:						
Effect of Acquisitions	(0.3)	(0.1)	(0.2)	-	-	(0.2)
Effect of Disposals	-	0.2	0.2	0.3	1.5	0.4
Effect of MSAs	-	-	-	-	1.7	0.4
Effect of Exchange Rates	(0.3)	(4.4)	(2.5)	(3.7)	(3.6)	(2.4)
Organic Revenue Growth	5.1	11.9	11.7	46.7	3.5	11.6

Geographical Segments

2022 vs 2021 (%)	North America	EMEA and LatAm	APAC	Total
Revenue Growth	17.4	8.7	15.7	13.4
Organic Adjustments	0.4	1.4	(0.6)	0.6
of which:				
Effect of Acquisitions	-	-	(0.7)	(0.2)
Effect of Disposals	0.2	0.8	-	0.4
Effect of MSAs	0.2	0.6	0.1	0.4
Effect of Exchange Rates	(7.4)	2.0	(2.8)	(2.4)
Organic Revenue Growth	10.4	12.1	12.3	11.6
Price	2.1	5.5	3.1	3.7
Volume/Mix	8.3	6.6	9.2	7.9

Free cash flow

Free cash flow

£m	Six months to 30 June	
	2022	2021
Net cash inflow from operating activities	680	234
Less: Net capital expenditure	(88)	(45)
Less: Distributions to non-controlling interests	(47)	-
Less: Interest paid	(4)	(9)
Add: Interest received	12	9
Free cash flow	553	189

Free cash flow conversion

£m	Six months to 30 June	
	2022	2021
Free cash flow	553	189
Profit after tax	544	520
Free cash flow conversion	102%	36%

Debt profile

Net debt

£m	Group net debt at 30 June 2022	Group net debt at 18 July 2022
Short-term borrowings	332	332
Long-term borrowings	9,918	11,433
Derivative financial liabilities	66	66
Cash and cash equivalents and liquid investments	(1,334)	(978)
Derivative financial assets	(146)	(146)
Net debt	8,836	10,707

c.8.4 years

Duration¹

c.2.8%

Cost of debt²

£10.7^{bn}

Net debt as of
demerger date³



2022 Half year results

Sonya Ghobrial

Head of Investor Relations

Sonya.x.Ghobrial@Haleon.com

+44 7392 784784

Rakesh Patel

Director

Rakesh.x.Patel@Haleon.com

+44 7552 484646

Emma White

Director

Emma.x.White@Haleon.com

+44 7823 523562