

Consumer Healthcare Holdings Limited (Registration No. 11986432)

Consumer Healthcare Intermediate Holdings Limited (Registration No. 11986416)

Haleon UK Export Limited (Registration No. 12508093)

The Company's governance architecture and processes are operated to ensure that all relevant matters are considered by the Board in its principal decision-making, as a means of contributing to the delivery of the Group's long-term priority to deliver better everyday health with humanity. This is underpinned by four strategic pillars; increase household penetration, capitalise on new and emerging opportunities, maintain strong execution and financial discipline, and run a responsible business.

In the performance of its duty to promote the success of the Company and the long-term priorities, the Board has agreed to a number of matters, including listening to and considering the views of shareholders and the Company's other stakeholders to build trust and ensure it fully understands the potential impacts of the decisions it makes for our stakeholders, the environment and the communities in which we operate.

Further disclosures detailing how, during the year, the Directors addressed the matters set out in Section 172(1) (a) to (f) of the Companies Act, can be found in the consolidated financial statements of the Haleon Group of Companies, of which the Company is a member and no additional considerations are deemed necessary for the Company as the relevant matters are all considered in the Group accounts. Copies of the consolidated financial statements can be obtained from the Company Secretary, Haleon plc, Building 5, First Floor, The Heights, Weybridge, Surrey, England, KT13 0NY or at <https://www.haleon.com/investors/annual-report-2022>.

Haleon UK Capital plc (Registration No. 13481162)

Haleon UK Holdings Limited (Registration No. 08998608)

Haleon UK Holding Sri Lanka Limited (Registration No. 09400298)

Haleon UK Holding New Zealand Limited (Registration No. 12342879)

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The Company has engaged with its main stakeholders; consumers, customers, employees, governments and industry regulators, health professionals, investors and suppliers, as further detailed in the stakeholder engagement statements in the Directors' Report and the feedback from the engagement has been considered by the Directors during the decision-making process.

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Haleon UK Enterprises Limited (Registration No. 11986381)

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Haleon UK Holding Canada Limited (Registration No. 12342809)

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Haleon UK Holdings (NO.1) Limited (Registration No. 13355627)

Haleon UK Holdings (NO.2) Limited (Registration No. 11961650)

Haleon UK Holdings (NO.3) Limited (Registration No. 13401293)

Haleon UK Holdings (NO.7) Limited (Registration No. 13414769)

GSK Consumer Healthcare Holdings (NO.5) Limited (Registration No. 13401372)

GSK Consumer Healthcare Holdings (NO.6) Limited (Registration No. 13401308)

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Haleon UK IP Limited (Registration No. 09237645)

Haleon UK IP (NO. 2) Limited (Registration No. 09416736)

Haleon UK Research Limited (Registration No. 00229017)

Haleon UK Services Limited (Registration No. 09237639)

Haleon UK Trading Limited (Registration No. 09237643)

Haleon UK Trading Services Limited (Registration No. 08114550)

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At a Group level, the Board prioritises human capital as a key element in enhancing the positive influence within communities, with the Code of Conduct defining our purpose, culture, and performance commitments to ensure the realization of the Company's aspirations while also ensuring fair treatment of shareholders.

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