



**Emma Walmsley**

**Consumer Healthcare  
business overview**

6 May 2015

# The consumer healthcare opportunity



## Growing consumer healthcare market

- ~4% sales growth<sup>1</sup>
- Healthy gross margin\*



## Favourable demographics

- Ageing population
- Emerging market consumer



## Increased health awareness

- Digital
- Consumer
- Retailer



Pharma + FMCG  
=  
FMCH capabilities



<sup>1</sup> Euromonitor. \* Versus comparable businesses.

# Our new portfolio strengthens category leadership positions

£6.1bn sales<sup>1</sup>

## OTC / Wellness – 49%<sup>2</sup>

Pain relief  
£14bn<sup>3</sup>  
market



Respiratory  
£22bn<sup>4</sup>  
market



Gastro-intestinal  
£10bn<sup>3</sup>  
market

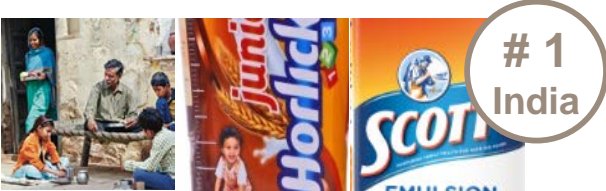


## FMCG – 51%<sup>2</sup>

Specialist oral health  
£5bn<sup>3</sup>  
market



Nutrition  
£65bn<sup>5</sup>  
market

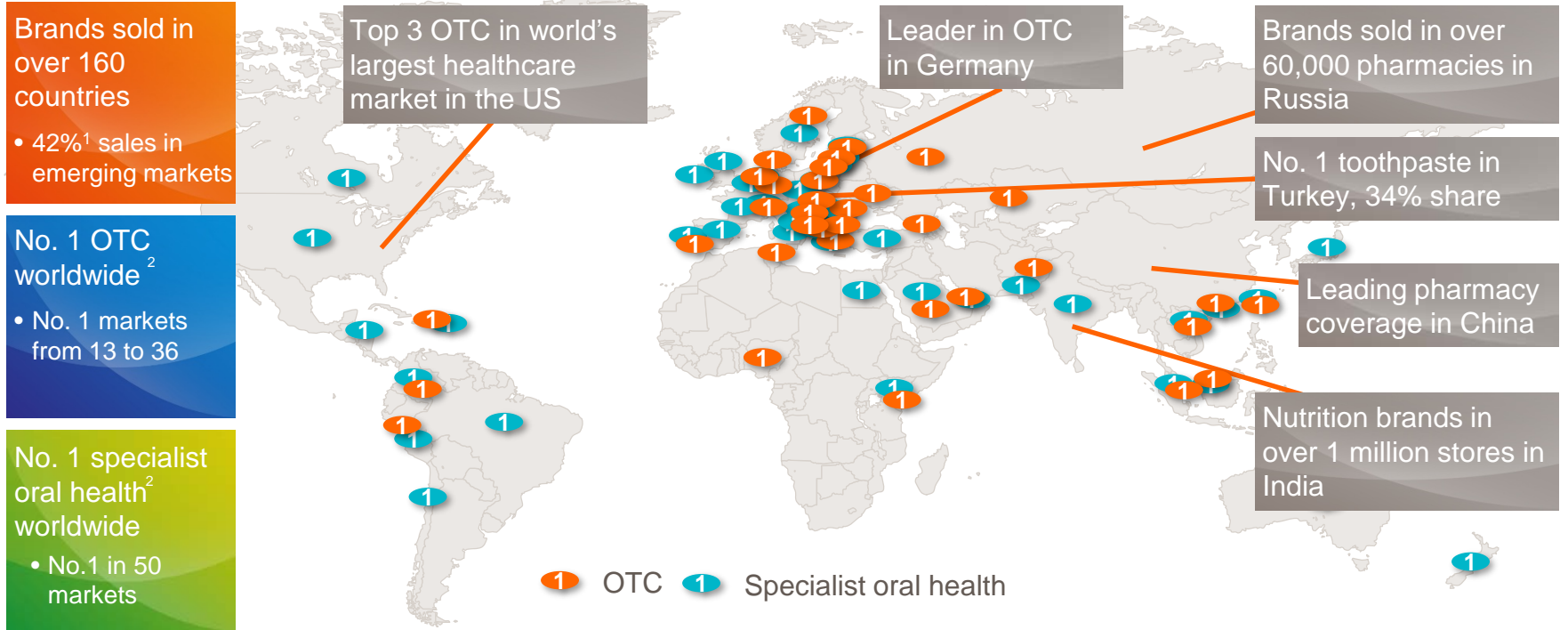


Skin health  
£8bn<sup>3</sup>  
market



<sup>1</sup> 12 month pro forma for 2014, including India & Nigeria. <sup>2</sup> Internal data. <sup>3</sup> Euromonitor. <sup>4</sup> Euromonitor - Total respiratory and smokers health. <sup>5</sup> Euromonitor, includes global powdered drinks, sports nutrition, Vitamins.

# Competitive geographic footprint, sharper market focus



<sup>1</sup> Internal data. <sup>2</sup> OTC, Euromonitor, Specialist Oral Care (Sensitivity, Denture Care, Gum Health, Dry mouth), IRI and Nielsen data via Compass.

# 7 Power Brands & 12 Core Brands will drive 90% of growth

## 7 Power Brands



## 12 Core Brands

## Growth drivers

- Penetration opportunity
- Health care professional recommendation
- Innovation
- Emerging markets
- Prioritised, high ROI A&P

# Track record of growth and innovation



- No. 1 dentist recommended
- Strong innovation: Repair & Protect / Complete / True White



- Fastest growing OTC brand
- Consumer insight: 12 hour claims and packaging



- Trusted brand
- Consumer access
- Distribution strength

# Investing for long term innovation strength

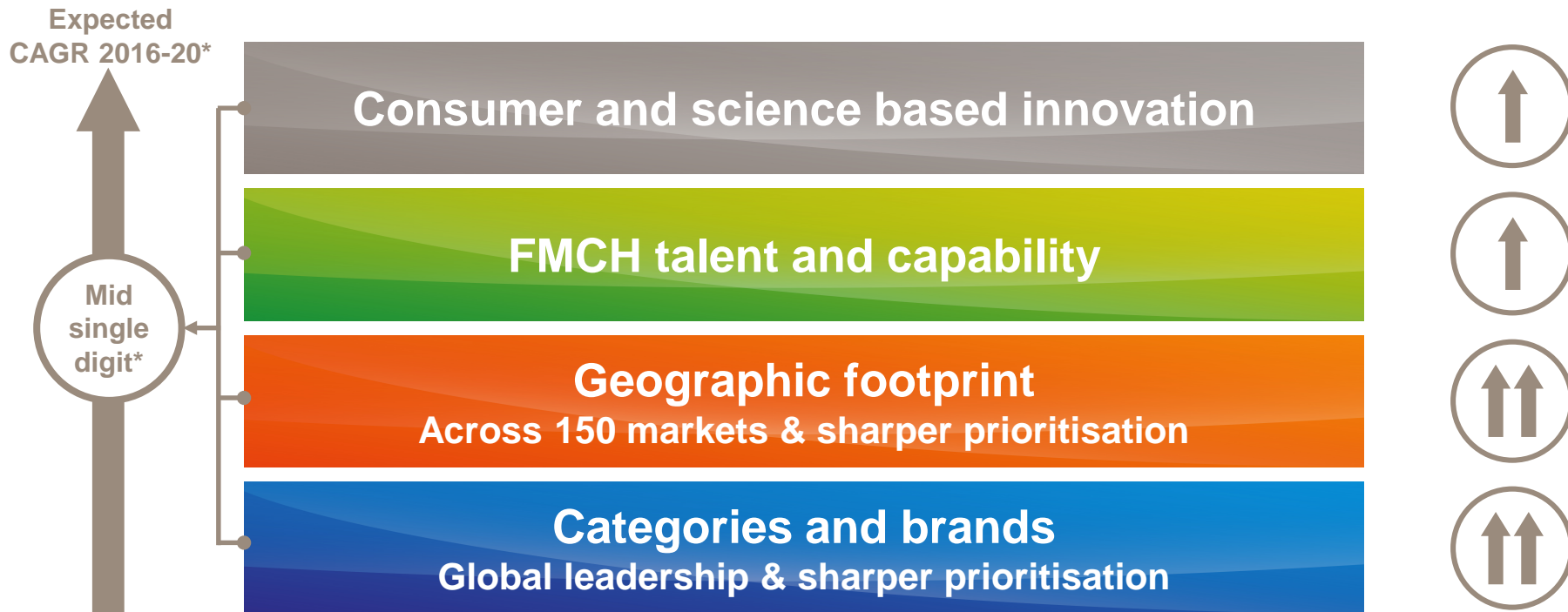


- Consumer and science led pipeline
- 6 co-located hubs, top talent
- Sensory, packaging, Shopper Science Lab
- Innovation >10% sales<sup>1</sup>



<sup>1</sup> Internal data.

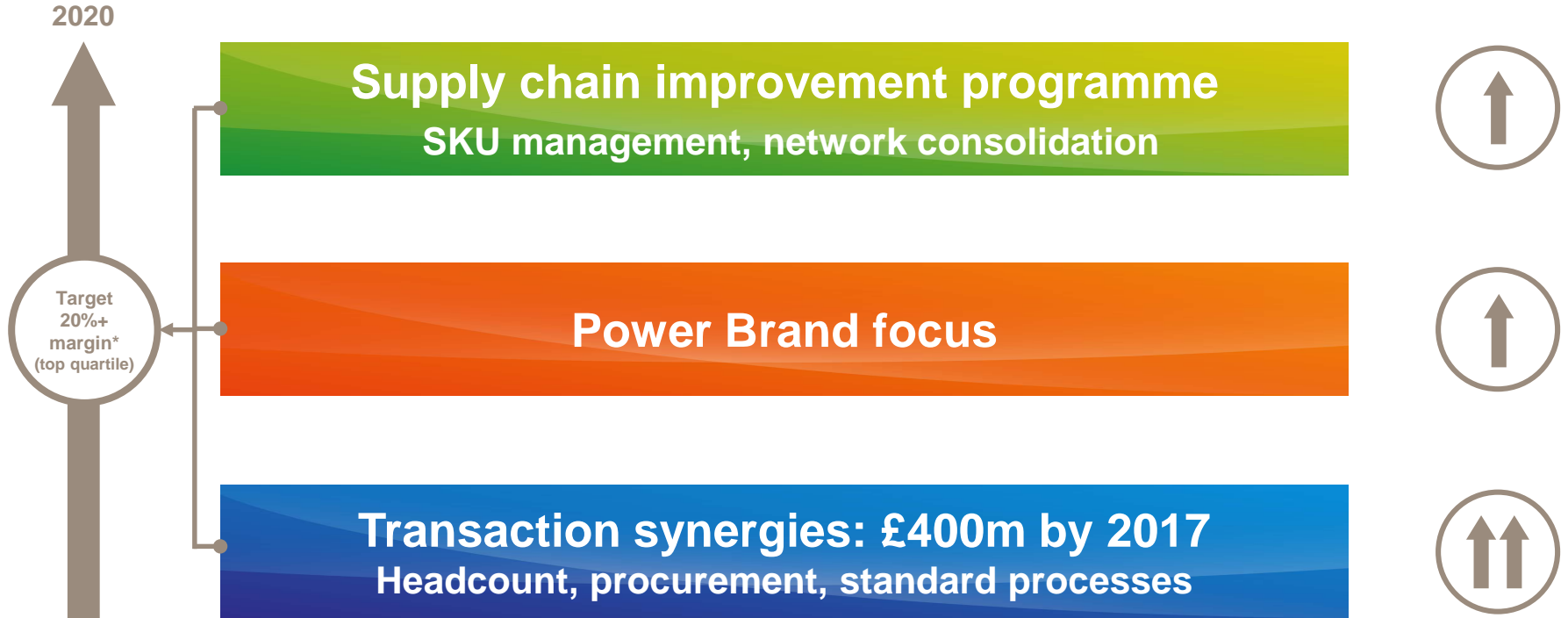
# Well placed to deliver sales growth



\* Expected CAGR to 2020, using 2015 as the base year. All expectations and targets regarding future performance should be read together with the “2015-2020 Outlook” and “Assumptions and cautionary statement regarding forward-looking statements” sections of the Q1 Results Announcements dated 6 May 2015. All sales growth rates at CER.



# Clear drivers for margin improvement



\* Versus comparable businesses. All expectations and targets regarding future performance should be read together with the “2015-2020 Outlook” and “Assumptions and cautionary statement regarding forward-looking statements” sections of the Q1 Results Announcements dated 6 May 2015.

# A global consumer healthcare leader for the long term



Competitive  
brand portfolio  
and geographic  
footprint

Improved  
prioritisation  
and resource  
allocation

Investing for  
innovation

FMCH talent &  
capabilities

Simplification &  
cost reduction

Integration accelerates strategy

Strong prospects for revenue and profit growth

# Cautionary statement regarding forward-looking statements

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This presentation may contain forward-looking statements. Forward-looking statements give the Group's current expectations or forecasts of future events. An investor can identify these statements by the fact that they do not relate strictly to historical or current facts. They use words such as 'anticipate', 'estimate', 'expect', 'intend', 'will', 'project', 'plan', 'believe', 'target' and other words and terms of similar meaning in connection with any discussion of future operating or financial performance. In particular, these include 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, and financial results.

Other than in accordance with its legal or regulatory obligations (including under the UK Listing Rules and the Disclosure and Transparency Rules of the Financial Conduct Authority), the Group undertakes no obligation to update any forward-looking statements, whether as a result of new information, future events or otherwise. Investors should, however, consult any additional disclosures that the Group may make in any documents which it publishes and/or files with the US Securities and Exchange Commission (SEC). All investors, wherever located, should take note of these disclosures. Accordingly, no assurance can be given that any particular expectation will be met and investors are cautioned not to place undue reliance on the forward-looking statements.

Forward-looking statements are subject to assumptions, inherent risks and uncertainties, many of which relate to factors that are beyond the Group's control or precise estimate. The Group cautions investors that a number of important factors, including those in this document, could cause actual results to differ materially from those expressed or implied in any forward-looking statement. Such factors include, but are not limited to, those discussed under Item 3.D 'Risk factors' in the Group's Annual Report on Form 20-F for 2014 and those discussed in Part 2 of the Circular to Shareholders and Notice of General Meeting furnished to the SEC on Form 6-K on November 24, 2014. Any forward-looking statements made by or on behalf of the Group speak only as of the date they are made and are based upon the knowledge and information available to the Directors on the date of this report.

A number of adjusted measures are used to report the performance of our business. These measures are defined in our Q1 2015 earnings release and annual report on Form 20-F.

# Unaudited pro forma financial information



The unaudited pro forma financial information in this presentation has been prepared to illustrate the effect of (i) the disposal of the oncology assets, (ii) the Consumer Healthcare joint venture (i.e. the acquisition of the Novartis OTC Business), and (iii) the acquisition of the Vaccines business (which excludes the Influenza Vaccines business) on the results of the Group as if they had taken place as at January 1, 2014.

The unaudited pro forma financial information has been prepared for illustrative purposes only and, by its nature, addresses a hypothetical situation and, therefore, does not represent the Group's actual financial position or results. The unaudited pro forma financial does not purport to represent what the Group's financial position actually would have been if the disposal of the Oncology assets, the Consumer Healthcare joint venture and the Vaccines acquisition had been completed on the dates indicated; nor does it purport to represent the financial condition at any future date.

In addition to the matters noted above, the unaudited pro forma financial information does not reflect the effect of anticipated synergies and efficiencies associated with the Oncology disposal, the Consumer Healthcare joint venture and the Vaccines acquisition.

The unaudited pro forma financial information does not constitute financial statements within the meaning of Section 434 of the Companies Act 2006. The unaudited pro forma financial information in this presentation should be read in conjunction with the financial statements included in (i) the Group's Q1 2015 earnings report dated May 6, 2015 and furnished to the SEC on Form 6-K, (ii) the Group's Annual Report on Form 20-F for 2014 and (iii) the Circular to Shareholders and Notice of General Meeting furnished to the SEC on Form 6-K on November 24, 2014.