

SLIDE 1 - Opening slide

Thank you.

Before I begin my presentation, I refer you to our cautionary statement.

SLIDE 2 - Cautionary statement

SLIDE 3 – Creating significant long-term shareholder value with two new companies

We are at an exciting pivot point for GSK with the planned separation next year, to create two new global companies – one in consumer health, the other focused on the development of new vaccines and specialty medicines.

Both these companies will impact the health of billions of people over the next decade; and we believe, will offer significant long-term value to shareholders.

Nearly four years ago, I set out a new strategic approach to tackle long-standing strategic challenges at GSK. We did this by prioritising:

- Innovation: strengthening our pipeline and improving R&D productivity;
- Performance: sharpening commercial execution; refocusing our portfolio and driving cost discipline; and
- Trust: being a responsible company for *all* stakeholders and retaining our leadership in ESG.

All of this underpinned by a shift in culture for more accountability and ambition.

We have made significant progress. Our pipeline is stronger. Our commercial execution is sharper. And we continue to lead in many areas of ESG.

We've increased R&D investment from £3.6bn in 2016 to £5bn in 2020. Hal Baron, our Chief Scientific Officer, has assembled a new team and put in place a new R&D approach focused on science of the immune system, human genetics and advanced technologies. Productivity improvements are increasingly evident, with 11 product approvals since 2017 and 9 pivotal trials started in 2020. And we now have more than 20 assets in late-stage development with significant commercial potential.

Our commercial capabilities have also been transformed. Under Luke Miels and Deborah Waterhouse's leadership, New & Specialty medicines are generating around £10 billion in annual revenues and Vaccine sales are up 35% since 2017.

This progress has been anchored in overall refocus of the business, prioritisation of investment to key markets and growth products, and delivery of a major cost reduction programme.

Alongside this, and after two successful global integrations, we have also created a new world-leading consumer healthcare business, with a radically transformed portfolio and with profit nearly doubled.

All of this underpins the very positive prospects we see for both New GSK and New Consumer Healthcare. We are looking forward to sharing the strategy and growth outlooks for New GSK, as

well as further details on separation, with investors on 23 June; and we will update investors on the outlook for the new Consumer company in the first half of 2022.

You will understand today I am not going to preempt the details we will share in two weeks time (sorry to disappoint!).

However, given the important focus of this Forum and the work of the CECP and the Biopharma Sustainability Roundtable, I do want to take this opportunity to update you on our ESG approach and the importance of it to New GSK.

SLIDE 4 - Focused ESG approach to support delivery of long-term sustainable performance

We have long believed that strong ESG performance underpins long-term success and value creation. ESG related matters reach into every corner of our business and touch every single person working at GSK

And so being an ESG leader will remain core to our approach as New GSK.

Delivery of significant health impact, *together* with improved performance for shareholders will be a key goal for New GSK.

And a focused ESG approach, designed to leverage our strengths, inform our strategy and address the key challenges we face as a company over the long-term, is fundamental to achieving this goal.

We see six areas that are material for our business to do this.

SLIDE 5 - ESG areas of focus: Pricing and access

Firstly, pricing and access. Addressing challenges around pricing and access is one of the most fundamental strategic challenges facing our sector.

We must get this right – to make our innovation available to patients and to create the economic returns required to fuel R&D and the next wave of innovation.

The pricing environment continues to shift. This has been evident for a long time in the US and Europe, but we also see accelerating dynamics in other key markets, notably China.

Governments and payors are also increasingly cooperating across jurisdictions, to reduce the cost burden to health systems and introduce new measures to control growth in pharmaceutical spending.

This presents volatility and risk to the industry – short and long-term - and has clear implications for how we price and make our products available.

We are responding to this on 3 levels:

First, we are deliberately increasing our innovation focus on *prevention* as well as treatment.

Prevention is increasingly attractive to payers given the cost-benefit. And with better real world evidence, it is ever more visible to them. Of course, I hardly need to say that the world has never been more aware of the value of vaccines.

We have one of the broadest portfolios of vaccines in the industry – covering all stages of life – and an industry leading pipeline of new vaccines targeting diseases such as RSV, meningitis, influenza, as well as key resistant pathogens (such as clostridium difficile and staphylococcus aureus).

A clear focus for our Development and Commercial teams is then to demonstrate effective health outcomes and value for both our vaccines and our new specialty medicines. For example Cabenuva – the world’s first and only long-acting treatment of HIV - launched this year will radically transform the way HIV is treated, by reducing treatment dosing days from 365 days to 12 days per year. Excitingly, this treatment also has significant potential as a preventative medicine.

Second, a major part of our R&D approach is to improve productivity thereby reducing costs and improving returns. We are doing this by investing in human genetics to validate and prioritise targets more accurately. This is helping us develop more assets with a higher probability of success.

We are also targeting design of our products – for example, Dovato uses 2 medicines instead of 3; or Zejula, for women with ovarian cancer, where 1 medicine can be used instead of 2.

Reducing our R&D costs - in these ways and others – improves our economic returns. In turn, this give us more room to be flexible on pricing.

Third, we make our products affordable and available through responsible pricing approaches tailored to the market context. In developed markets we apply a value-based approach. In lower and middle income countries – we operate a tiered pricing approach, coupled with flexibility on IP in certain circumstances, together with specific access programmes. In these markets, alongside providing obvious payor and patient benefits, we see these access models as long-term investments in growth, presence and sustainability of our business.

Let me give you two quick examples. Gavi’s advance market commitment (AMC) model has allowed us to make long-term capital investments to introduce and rapidly scale up access to new vaccines, that might otherwise have taken years to reach children in low-income countries. We are one of the largest suppliers to Gavi through this model - supplying more than 850 million doses of vaccines since 2010.

Meanwhile, voluntary licensing agreements mean that more than 16 million people living with HIV, across 113 developing countries, now have access to a dolutegravir-containing product. This is allowing our innovation to reach people in low- and middle-income countries, while protecting our profitable business in markets where affordability is less of a challenge.

The success of these approaches is reflected in GSK’s continued leadership of the Access to Medicines Index, which we have topped seven times.

Looking ahead, and knowing that New GSK’s portfolio of vaccines and specialty medicines will expand, we are already working on new access models and new solutions. I’m confident that with our experience, you will see us continue to rise to the challenges of pricing and access, in a way that supports patients, payors and the delivery of long-term shareholder value.

SLIDE 6 - ESG areas of focus: Global health and Health security

We remain strongly committed to using our scientific expertise to discover new medicines and vaccines for diseases that disproportionately impact low- and middle-income countries.

We've learnt that to have impact in global health we need to have a sustainable pathway for our innovation - from lab to patient – and to share the financial risk so that our commitment to this area works for shareholders too.

Two years ago, we implemented a new strategic approach to our global health work, which brings scientific focus across prevention and treatment together, with financial discipline and long-term sustainability.

Following these principles, we are putting our efforts into early-stage research and development and now looking to transfer our innovation to other organisations - with the right capability and geographic reach - in phase 2 development. Our new TB candidate vaccine recently licensed to the Bill & Melinda Gates Medical Research Institute is a great example of this.

The benefits of our global health work are profound, positively impacting billions of people and clearly demonstrating how a business like ours can support social and economic development. This work also helps provide access and presence to frontier markets; and scientific advances in this space can also be used to benefit our main business. For example, the adjuvant first developed for our malaria vaccine, is now used in Shingrix, and will be used in our very promising RSV vaccine.

A major part of our global health work is orientated towards global health security, including pandemic response and preparation.

Our response to COVID-19 has been across both prevention and treatment.

Our adjuvanted vaccine partnership with Sanofi, is in phase III trials and is targeting both original and South African COVID variants. We hope to make the vaccine available by the end of the year. We are also evaluating the potential for this vaccine to play a role in booster programmes. We also have another vaccine partnership in phase III with Medicago; are pursuing a second generation COVID vaccine with partners Curevac - which we plan to make multi-valent; and, recently secured FDA Emergency Use Authorization for new treatment, sotrovimab.

Whilst we have harnessed existing platforms like our adjuvant; we have also strengthened capabilities in monoclonal antibody development and mRNA; and invested in entirely new ones like plant-derived vaccine technology.

We are also very active in efforts to improve future pandemic preparedness, whether that be joining G7 and industry leaders in a plan to develop and deploy high-quality diagnostics, therapeutics and vaccines in just 100 days after a new pandemic threat is identified. Or, supporting exciting new collaborations like the Trinity Challenge which has brought together world-leading organisations across academia, social and private sectors to harness the power of data and analytics for better surveillance and to help protect the world against future health crises.

Antimicrobial resistance is one such crisis and another area of focus for us. Without action, 10 million people could die from drug-resistant infections every year by 2050. It threatens much of the modern healthcare system – from routine surgeries, to cancer care and hospital stays.

It is a silent pandemic but we know about it now and it is a clear social and business risk. Which is why it will be a critical part of New GSK's global health work. We have 28 R&D projects targeting priority pathogens, including pathogens deemed 'critical' and 'urgent' by WHO and the US Centers for Disease Control and Prevention. 15 of these relate to vaccines that aim to reduce infectious disease that would otherwise need to be treated with antibiotics.

Beyond scientific innovation, we are focused on helping develop robust global antibacterial manufacturing practices; and looking for ways to improve commercial incentives and stimulation of antibiotic research, such as with the new AMR Action Fund.

This comprehensive commitment to AMR sees us lead the Access to Medicine Foundation's AMR Benchmark.

SLIDE 7 - ESG areas of focus: Inclusion and Diversity

I strongly believe in the power of diversity and the criticality of an inclusive workplace. It is important to me personally and I want GSK to be a company where diversity of people and thought is valued. When we get this right, it strengthens our performance, our recruitment and our retention. And brings us closer to the needs of patients and our customers.

Our commitments include diversity in clinical trials and how we represent diversity in our marketing. And, fundamental commitment to equity in our employment practices.

We have made significant progress on gender since 2017. The percentage of women in management continues to rise. In 2020, we were proud to have achieved 48% global female managers, and 38 % of senior management roles at VP and above, so we have increased our aspiration to have 45% of VP and above roles female by 2025.

Events last year spurred us, with others, to question what more we can do to support equity in race and ethnicity.

And we have taken action. This includes new training on unconscious bias and introducing targets for representation in the US and UK. We aim to increase the number of ethnically diverse VP and above leaders to at least 30% in the US and 18% in the UK by 2025.

We're also taking a long-term view on this – for example by helping to strengthen young black, Latin and female representation in STEM education initiatives in key locations close our business.

Science is interconnected and inclusion and diversity are critical elements for scientific progress. For New GSK, supporting both will be part of our purpose as company. Together is how we will get ahead of disease.

SLIDE 8 - ESG areas of focus: Environment

Climate change is a focus for all of us and we have ambitious plans to address our effect on climate change and the depletion and degradation of nature.

Last year, we set industry-leading goals to have a net zero impact on carbon and a net positive impact on nature by 2030.

Delivering these goals will help make New GSK more resilient, protect our supply chains and help us adapt ahead of expected regulation change. We've put in place annual targets along this pathway so we can drive tangible progress early on and course-correct if necessary.

We have estimated that the potential financial impact of climate change and nature loss to our business over time could be significant in the form of taxes and regulation if we took no action.

As an early adopter of TCFD (Task Force on Climate-related Financial Disclosures), we've used this analysis to inform our new targets, actions and approach.

For us, this is not only about the sustainability of our business. As the science makes clear – climate change and nature loss are impacting human health.

To make meaningful progress, we need more collaboration across industry, governments and individuals. This is why we chose to be a principal partner to COP26. We see COP26 as a pivotal moment and firmly believe our sector can help accelerate collaboration and momentum to net zero.

SLIDE 9 - ESG areas of focus: Product Governance and Operating standards

Strong governance around products and high operating standards underpins trust in our industry. Quality and safety are paramount. Patients and doctors put their trust in us every time they take or prescribe one of our products. Investors trust us to disclose and report accurately when they look to manage risk appetite with their investment choices.

We continue to perform strongly against safety, quality and compliance measures whilst simultaneously increasing productivity levels.

We remain absolutely committed to the highest ethical standards – on privacy, on data integrity, human rights and in our sales and marketing. We have strong risk management processes in place, commercial leaders are clear in their expectations and clear on the consequences of acting outside our code of conduct.

We see high standards as core to delivering competitive performance. Based on learnings and changes in our portfolio, we have evolved policies on how we engage with healthcare professionals and how we incentivise and reward our sales forces - so that we do the right thing and remain competitive. So that ambition is in patient interest.

Of course, there are inherent risks in our industry and the key litmus test is how you respond when things go wrong – as they will – and have - in any company of our scale.

I believe companies must respond transparently – taking full ownership and accountability – and getting to the root cause of the issue. Accountability and doing the right thing will be key aspects of New GSK's culture and the way we expect everyone to work at the company.

SLIDE 10 - Integrating ESG into operations to ensure delivery

Accountabilities for each of the six focus areas I have outlined sits with respective members of my Leadership Team – and is detailed in personal objectives. Individuals are therefore incentivised and rewarded for ESG delivery.

For New GSK, we expect to strengthen the alignment of reward and remuneration to delivery on ESG and increase visibility of this for investors in our reporting.

Board oversight for ESG is primarily driven through our Corporate Responsibility Committee which has specific oversight of progress on ESG targets and the public Trust commitments we have set out, and against which we disclose progress each year.

Investments to support sustainability are factored into capital plans and sustainability will be part of New GSK's capital allocation framework.

SLIDE 11 - ESG leader in key ratings and indices

Looking at benchmarks, we currently have a leading position in many of the most important ESG ratings and indexes, including those with specific relevance to our sector. And we have a clear aim to retain top quartile leadership in these ratings as New GSK.

SLIDE 12 - ESG performance to deliver health impact and shareholder returns

In summary, strong ESG performance will be at the heart of New GSK's purpose and a key driver in our goal to deliver health impact AND shareholder returns.

New GSK's ESG approach will be to primarily focus on the 6 core areas I have outlined today.

We believe this approach will support delivery of sustainable performance and long-term growth; build trust with all stakeholders; reduce risk to our operations; and enable delivery of very positive social impact.

Our plan shows that New GSK can positively impact the health of more than 2.5 billion people over the next 10 years. Protecting them, and helping them recover from disease.

I look forward to sharing more of what we hope to achieve at New GSK, and how, over the next ten years with you in two weeks time.

Thank you for listening.

SLIDE 12 – Q&A
