Progressing our new priorities: Innovation, Performance, Trust

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A number of adjusted measures are used to report the performance of our business. These measures are defined in our Q3 2017 earnings release and Annual Report on Form 20-F for 2016.

All expectations and targets regarding future performance should be read together with “Assumptions related to 2017 guidance and 2016-2020 outlook” on page 34 of our Q3 earnings release.
Balanced business to deliver sustainable growth and returns to shareholders

**Vaccines**
- Broader portfolio with leading position in meningitis and opportunity in shingles

**Consumer Healthcare**
- Category leadership in Respiratory, Pain Relief and Oral Health

**Pharma**
- Leading positions in HIV and Respiratory

Common goal to improve health, from prevention to treatment

Therapeutic and category leadership

Global opportunities

Strategic and operational synergies

Balanced set of cash flows and returns

On track with operating performance; growth in all 3 businesses and improvement in group operating margin 9m through Q3 2017
Key objectives 2017-2020

- Prioritise Pharma and R&D focus
  - Maximise value from new product launches
  - Make the right choices to develop early-stage pipeline
- Drive newly scaled Consumer and Vaccines
- Improve cash generation
- Rigorous capital allocation
- More performance based culture

Group sales 5-year CAGR to 2020 low to mid single digit

Adjusted EPS 5-year CAGR to 2020 mid to high single digit

*All 2020 outlook statements are at constant, 2015 exchange rates. The CAGRs are 5 years to 2020, using 2015 pro-forma as the base year.
3 priorities for all 3 businesses

- Innovation
- Performance
- Trust
Building a winning team
Significant appointments in senior roles

3 new executive team members

~40% of Executive Team -1 (top 125) roles transitioned

Focus on top talent for ~370 critical roles

New hires from including: Calico, Novartis, Pfizer, Walmart, AstraZeneca, Teva, Google, Unilever
Shingrix: a new standard of prevention for shingles

**ACIP preferential recommendation**
~100m US adults should receive Shingrix\(^1\)

<table>
<thead>
<tr>
<th>Eligible for revaccination</th>
<th>~20m</th>
</tr>
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<tbody>
<tr>
<td>Age 50-59</td>
<td>~42m</td>
</tr>
<tr>
<td>Age 60+ not yet vaccinated</td>
<td>~40m</td>
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**Strong clinical profile**
- >90% efficacy across identified age groups\(^2,3\)
- Sustained efficacy\(^3\)

**Building access and awareness in US**
- Reimbursement discussions underway
- Building physician & pharmacy awareness
- Coming soon: Create awareness in adults > 50

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2. Does not include immunocompromised population
Prioritising to strengthen the pipeline in Pharma
Development capital focus on 2 core and 2 potential therapy areas

Capital

80%

20%

Therapy areas

Respiratory

HIV/Infectious diseases

Immuno-inflammation

Oncology

Future pipeline optionality

Prioritised assets

Trelegy (closed triple)
PI3Kδ danirixin

Juluca (DTG+rilpivirine)
DTG+lamivudine cabotegravir + rilpivirine
tapinarof RIP-1 anti-GM-CSF

BCMA BET NY- ESO-1
OX-40

ICOS
daprodustat anti-SAP
Accelerating delivery in Respiratory
Ellipta: driving continued leadership in a large and growing market

Consistently demonstrated superiority in COPD

Unprecedented exacerbation effect with TRELEGY in COPD

<table>
<thead>
<tr>
<th>15% reduction vs BREO⁶</th>
<th>25% reduction vs ANORO⁵</th>
<th>35% reduction vs Symbicort⁷</th>
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1. IMPACT: TRELEGY demonstrated a 15% reduction in moderate/severe exacerbations vs BREO and 25% vs ANORO
2. FULFIL: TRELEGY demonstrated a benefit over Symbicort on lung function/SGRQ
3. 201316: INCRUSE demonstrated a benefit on lung function over SPIRIVA
4. 204990: ANORO demonstrated a benefit on lung function over STIOLTO
5. SALFORD LUNG STUDY: BREO demonstrated a benefit on moderate/severe exacerbations vs. usual care
6. Annual rate of on-treatment moderate and severe exacerbations (IMPACT)
7. Annual rate of on-treatment exacerbations at week 24 (FULFIL)

SYMBICORT is a trademark of AstraZeneca; SPIRIVA and STIOLTO are trademarks of Boehringer Ingelheim

IMPACT data submitted for publication
sNDA filed November 2017
Accelerating delivery in Respiratory

Nucala: A practice changing product with significant growth opportunity

**Strong uptake**

- NUCALA US sales growth rate faster than XOLAIR in second year post launch (year 2 vs year 1)

**Global sales since launch**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Global sales (£m)</th>
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<tbody>
<tr>
<td>Q4 15</td>
<td>1 m</td>
</tr>
<tr>
<td>Q1 16</td>
<td>7 m</td>
</tr>
<tr>
<td>Q2 16</td>
<td>20 m</td>
</tr>
<tr>
<td>Q3 16</td>
<td>31 m</td>
</tr>
<tr>
<td>Q4 16</td>
<td>44 m</td>
</tr>
<tr>
<td>Q1 17</td>
<td>59 m</td>
</tr>
<tr>
<td>Q2 17</td>
<td>73 m</td>
</tr>
<tr>
<td>Q3 17</td>
<td>91 m</td>
</tr>
</tbody>
</table>

**Highly competitive profile**

- Consistent exacerbation reduction in SEA population:\(^1\):
  - EOS > 150 cells/µl: 53 - 58% reduction in exacerbations
  - EOS > 300 cells/µl: 61 - 64% reduction in exacerbations
  - OCS reduction 50%, sustained up to 1.5 years\(^2\)

**Opportunity to grow**

- Effective in other eosinophilic diseases:
  - US approval of use in EGPA approved December 2017
  - US regulatory submission for use in COPD filed November 2017

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EOS: eosinophil; OCS: oral corticosteroid; SEA: severe eosinophilic asthma; EGPA: eosinophilic granulomatosis with polyangiitis

1. MENSA and MUSCA studies
2. SIRIUS and COSMOS studies
HIV: growth and innovation
Leading core agent and a new treatment paradigm with 2 drug regimens

Leading core agent in HIV treatment

- Dolutegravir is #1 core agent globally
- 500,000 patients worldwide taking a dolutegravir based regimen
- Unmatched trial results; superiority in 5 studies and data in broad populations

<table>
<thead>
<tr>
<th></th>
<th>vs. efavirenz</th>
<th>vs. raltegravir</th>
<th>vs. darunavir</th>
<th>vs. atazanavir</th>
<th>vs. lopinavir</th>
</tr>
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<tr>
<td>Superior (naive)</td>
<td>Superior (experienced)</td>
<td>Superior (naive)</td>
<td>Superior (women/naive)</td>
<td>Superior (experienced)</td>
<td></td>
</tr>
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2DRs: a new era of HIV treatment

- Future growth driven by innovative oral and long-acting 2 drug regimen (2DR) pipeline
- 66% of patients want to take less medicine*
- Juluca approved by FDA November 2017 and already included in DHHS/EACS guidelines for suppressed switch
- Strong commercial execution building on success of Tivicay and Triumeq
- DTG/3TC GEMINI data and regulatory submission expected in 2018
- Phase III long acting CAB+RPV data expected by end of 2018

*SINGLE, FLAMINGO, SAILING, ARIA and DAWNING were non-inferiority studies with a pre-specified analysis for superiority. Table shows primary endpoint outcomes.

*Patient Pathways survey presented at IAS 2017
DHHS: Department of Health and Human Services; EACS: European AIDS Clinical Society
Innovative and emerging Oncology pipeline

GSK’916 (BCMA) our leading asset in Multiple Myeloma

- Multiple programmes across several platforms
  - Immuno-Oncology
  - Cancer epigenetics
  - Cell & gene therapy
- 8 medicines in the clinic

- First in class anti-BCMA ADC with multiple modes of action
- Transformational data presented at ASH 2017
  - ORR 60%; N = 35; manageable safety profile
- Breakthrough designation from FDA and PRIME from EMA
- Clinical programme both in monotherapy and combinations planned
  - Expect filing and launch in 2020
- Multiple Myeloma: ~$12bn market, expected to grow +16% CAGR to $29bn by 2022*

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* EvaluatePharma MM report (accessed 31 July 2017)
Progress on our priorities

Innovation
- Executing on three major new launches
- Advancing our pipeline
- Improved pipeline governance

Performance
- Re-allocation of resources to key priorities
- Fuelled by cost, cash and capital discipline
- Building the right teams

Trust
- Strengthen quality of medical engagement
- Focused global health
- Improved employee engagement
**Capital allocation framework**

**Key priorities for capital**

| Invest in the business | 1. Pharma pipeline including BD  
| 2. Consumer put  
| 3. Vaccines capacity |
|---|---|
| Shareholder returns | - 80p per share expected for 2018  
| - Focus on rebuilding free cash flow cover over time  
| - Target 1.25x to 1.5x FCF cover before returning to dividend growth |
| Other BD/M&A | - Strict discipline on returns |
Confident in outlook

Up to 2020

Group sales 5-year CAGR
low to mid single digit*

- Pharma
  - 5-year sales CAGR: low single digit*
  - Adjusted operating margin: low 30%*

- Vaccines
  - 5-year sales CAGR: mid to high single digit*
  - Adjusted operating margin: 30%+*

- Consumer Healthcare
  - 5 year sales CAGR: low to mid single digit*
  - Adjusted operating margin: 20%+*

Adjusted EPS 5-year CAGR
mid to high single digit*

Rebuild dividend cover: 1.25x to 1.5x FCF before returning to dividend growth

2020 +

Impact human health

Platform for future growth 2020+

Improved and sustainable returns

Innovation

Performance

Trust

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