

We aim to positively impact the health of 2.5 billion people by the end of the decade, as a successful, growing company where people can thrive.

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We use a number of adjusted, non-International Financial Reporting Standards (IFRS) measures to report the performance of our business. Total reported results represent the Group's overall performance under IFRS. Adjusted results 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. Adjusted results and other non-IFRS measures are defined on pages 82 and 83 and reconciliations to the nearest IFRS measures are on pages 93 to 95.