

Celebrating life, every day, everywhere

We are a global leader in spirits. From centuries-old names to the latest innovations, we have over 200 brands and sell in nearly 180 countries.

At Diageo, we are committed to building and sustaining the very best portfolio of brands, in what we believe to be the most exciting consumer products category.



Take a look at how we build **our brands**

p6-7



Read our **Chief Executive's** statement

p10-11



Find out about our **investment case**

p14-15



See our **core competencies** in action

p26-31

Strategic report: Our business	4	Strategic report: Our performance	32	Governance report	96
Diageo at a glance	4	Our performance	32	Letter from the Chairman of the Board of Directors	98
Our brands	6	Summary financial review	36	Governance at a glance	99
Chairman's statement	8	Business review	40	Board of Directors	100
Chief Executive's statement	10	Group financial review	54	Executive Committee	104
Market overview	12	'Society 2030: Spirit of Progress'	57	Corporate governance report	106
Investment case	14	Promote positive drinking	58	Audit Committee report	117
Strategy	16	Doing business the right way	61	Nomination Committee report	123
Strategic priorities	18	Our people and culture	63	Directors' remuneration report	126
Business model	24	Health and safety	65	Directors' report	154
World-class brand building	26	Champion inclusion and diversity	67		
Supply chain efficiency	28	Pioneer grain-to-glass sustainability	71		
Entrepreneurial spirit	30	Our principal risks and risk management	88	Financial statements	158
		Viability statement	94		
		Non-financial and sustainability information statement	95	Additional information	230
				Unaudited financial information	232
				Cautionary statement	241
				Non-financial reporting boundaries and methodologies	242
				Independent Limited Assurance Report to the Directors of Diageo plc on selected subject matter	263
				Other additional information	267