



# NON-IFRS INFORMATION

The auditor's report does not necessarily cover all of the information contained in this report. Shareholders are therefore advised that in order to obtain a full understanding of the nature of the auditor's work they should obtain a copy of that report together with the accompanying financial information from the registered office of the Company.

This report contains certain non-IFRS financial information which has not been reviewed or reported on by the Group's auditors. The Group's management believes these measures provide valuable additional information in understanding the performance of the Group or the Group's businesses because they provide measures used by the Group to assess performance. However, this additional information presented is not uniformly defined by all companies, including those in the Group's industry. Accordingly, it may not be comparable with similarly titled measures and disclosures by other companies. Additionally, although these measures are important in the management of the business, they should not be viewed in isolation or as replacements for or alternatives to, but rather as complementary to, the comparable IFRS measures.

## Normalised growth

All amounts in this report marked with an '\*' represents normalised growth adjusted for foreign exchange and at a constant currency (using current year as base) (collectively 'foreign exchange'). We believe that normalised growth, which is not intended to be a substitute for or superior to reported growth, provides useful and necessary information to investors and other interested parties for the following reasons:

- It provides additional information on underlying growth of the business without the effect of certain factors unrelated to the operating performance of the business;
- It is used for internal performance analysis; and
- It facilitates comparability of underlying growth with other companies, although the term normalised is not a defined term under IFRS and may not, therefore, be comparable with similarly titled measures reported by other companies.



## TO FIND OUT MORE

### PG 90

for the reconciliation of EBITDA to the closest equivalent IFRS measure, operating profit, is provided in note 1 of the summarised consolidated annual financial statements.

### PG 91

for the reconciliations of headline earnings per share and adjusted headline earnings per share to the respective closest equivalent IFRS measure, basic earnings per share.

### PG 89

for the reconciliation of cash generated by operations, the closest equivalent IFRS measure, to operating free cash flow and free cash flow.

### PG 121

for the auditor's report on the KPIs linked to the strategies.

### PG 76

for the reconciliation of reported normalised growth.