

## Chief executive's sign-off

I'm proud of what we have achieved since we started the process of building a better Boots nearly three years ago. And I'm particularly encouraged by our performance over the last 12 months. But believe me, there's not the slightest danger of complacency setting in; we couldn't be more acutely aware of the challenges ahead.

And that's one reason why we were keen to adopt the new Operating and Financial Review (OFR) approach to reporting on our business. Because one of the most important ways in which an OFR differs from a conventional annual review is in providing a robust framework for ongoing reporting. As you can see, we have set ourselves clear targets for the future. And a year from now, we will publish an account of how we've performed in relation to these – as well as setting new targets for the year to come.

In short, this first OFR is a firm commitment to a more open and accountable future. And that, I'm certain, can only be good for Boots.

Richard Baker  
Chief Executive

