Annual report

for the year ended 31 December 2021

Registered office address: 980 Great West Road Brentford Middlesex TW8 9GS England



COMPANIES HOUSE

Annual report

for the year ended 31 December 2021

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Strategic report for the year ended 31 December 2021

The Directors present their strategic report on GlaxoSmithKline Export Limited (the "Company") for the year ended 31 December 2021.

Principal activities and future developments

The Company is a member of the GSK Group (the "Group"). The Company is a private company limited by shares and is incorporated and domiciled in the United Kingdom (England). The address of the registered office is 980 Great West Road, Brentford, Middlesex, TW8 9GS, England.

The principal activity of the Company is the distribution of pharmaceutical products purchased from the Group, to third parties, in territories where the Group does not have a legal presence. The Company also performs limited sales and marketing functions in conjunction with its distribution activities. In support of these sales and in addition to its own costs, the Company bears appropriate related expenses recharged by the Group, including a fee relating to distribution rights. The Company operates overseas branch and representative offices based in Africa, Middle East and Eastern Europe. The largest of these offices are based in Saudi Arabia and the United Arab Emirates.

The Company disposed of its consumer business in September 2017. Therefore, the Company has disclosed its activities involving consumer healthcare products as discontinued operations.

The Directors do not envisage any further change to the nature of the business in the foreseeable future.

Review of business

The Company made a profit for the financial year of £30,981,000 (2020: profit of £15,015,000). The Directors are of the opinion that the current level of activity and the year-end financial position are satisfactory and will remain so in the foreseeable future. The increase in profit in the current year is mainly related to the increase in sales of a new product launched during the year.

The profit for the financial year of £30,981,000 will be transferred to reserves (2020: profit for the year of £15,015,000 transferred to reserves).

Principal risks and uncertainties

The Directors of GSK plc manage the risks of the Group at a group level, rather than at an individual statutory entity level. For this reason, the Company's Directors believe that a discussion of the Group's risks would not be appropriate for an understanding of the development, performance or position of the Company's business. The principal risks and uncertainties of the Group, which include those of the Company, are discussed in the Group's 2021 annual report which does not form part of this report.

Key performance indicators (KPIs)

The Directors of the Group manage the Group's operations on an operating segment basis. For this reason, the Company's Directors believe that analysis using key performance indicators for the Company is not necessary or appropriate for an understanding of the development, performance or position of the Company's business. The development, performance and position of the Group are discussed in the Group's 2021 annual report which does not form part of this report.

Strategic report for the year ended 31 December 2021 (continued)

Risks associated with COVID-19

The impact of the COVID-19 pandemic on the Group's performance and its principal risks has been assessed with mitigation plans put in place. Further disclosures detailing how, during the year, the COVID-19 pandemic has impacted the Group can be found on page 54 of the consolidated financial statements of the Group. Copies of the consolidated financial statements can be obtained from the Company Secretary, GSK plc, 980 Great West Road, Brentford, Middlesex, TW8 9GS, England.

Section 172 Companies Act 2006 statement

The Company's governance architecture and processes are operated to ensure that all relevant matters are considered by the Board in its principal decision-making, as a means of contributing to the delivery of the Company's long-term priorities of Innovation, Performance and Trust.

In the performance of its duty to promote the success of the Company and the long-term priorities, the Board has agreed to a number of matters, including listening to and considering the views of shareholders and the Company's other stakeholders to build trust and ensure it fully understands the potential impacts of the decisions it makes for our stakeholders, the environment and the communities in which we operate.

The Company has engaged with its main stakeholder groups, including our patients, shareholders, consumers, customers and Group employees, as further detailed in the stakeholder engagement statements in the Directors' Report and the feedback from the engagement has been considered by the Directors during the decision-making process.

Further disclosures detailing how, during the year, the Directors addressed the matters set out in Section 172(1) (a) to (f) of the Companies Act, can be found in the consolidated financial statements of the Group, of which the Company is a member and no additional considerations are deemed necessary for the Company as the relevant matters are all considered in the Group accounts. Copies of the consolidated financial statements can be obtained from the Company Secretary, GSK plc, 980 Great West Road, Brentford, Middlesex, TW8 9GS, England.

On behalf of the Board

Dylan Jackson Director

07 September 2022

Directors' report for the year ended 31 December 2021

The Directors present their report on the Company and the audited financial statements of the Company for the year ended 31 December 2021.

Results and dividends

The Company's results for the financial year are shown in the statement of comprehensive income on page 11.

No dividend is proposed to the holders of ordinary shares in respect of the year ended 31 December 2021 (2020: £nil).

Branch and representative offices

The Company operates through branch and representative offices outside of the United Kingdom. These offices are mainly resident in Africa, Middle East and Eastern Europe.

Directors

The Directors of the Company who were in office during the year and up to the date of signing the financial statements were as follows:

D Jackson J Whitmore

A Lynch W Adams

J Toczyski

(appointed on 8 March 2021)

(appointed on 2 March 2021)

Glaxo Group Limited

(appointed on 8 March 2021)

No Director had, during the year or at the end of the year, any material interest in any contract of significance to the Company's business with the exception of the Corporate Directors, where such an interest may arise in the ordinary course of business. A Corporate Director is a legal entity of the Group as opposed to a natural person (an individual) Director.

Directors' indemnity

Each of the Directors benefits from an indemnity given by the Company under its articles of association. This indemnity is in respect of liabilities incurred by the Director in the execution and discharge of their duties.

In addition, each of the Directors who is an individual benefits from an indemnity given by another Group company, GlaxoSmithKline Services Unlimited. This indemnity is in respect of liabilities arising out of third party proceedings to which the Director is a party by virtue of their engagement in the business of the Company.

Directors' report for the year ended 31 December 2021 (continued)

Employees

An extensive programme of open, two-way communications stimulates employee engagement in the Group's strategy and day-to-day operations. This includes the publication of regular summary reports from the Corporate Executive Team meetings, a Chief Executive Officer's home page featuring presentations and a Q&A area, a group-wide magazine, town hall meetings and video conferences. Live video streaming and video on demand options have been developed as additional means of ensuring employees have access to the most senior levels of management, and as powerful tools for building culture and driving alignment across common goals. The programme also involves consultation with employees on a regular basis so that the views of employees can be taken into account in making decisions that are likely to affect their interests and achieving a common awareness of all employees in the financial and economic factors that affect the Company's performance.

Share ownership schemes encourage participation as shareholders in GSK plc, the ultimate parent company of the Group, increasing awareness of short and long term business objectives. Global and local employee opinion surveys allow employees the opportunity to express their views and perspectives on important company issues.

The Company is committed to employment policies free from discrimination against potential or existing staff on the grounds of age, race, ethnic and national origin, gender, sexual orientation, faith or disability.

In particular the Company is committed to offering people with disabilities access to the full range of recruitment and career opportunities. Every effort is made to retain and support staff who become disabled while working for the Company.

Statement of Directors' responsibilities

The Directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards) comprising FRS 101 "Reduced Disclosure Framework", and applicable law. Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period.

In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK accounting standards, including FRS 101, have been followed, subject
 to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. The Directors are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Directors' report for the year ended 31 December 2021 (continued)

Statement of Directors' responsibilities (continued)

The following items have been included in the strategic report on pages 1 and 2:

- principal activities and future developments;
- · review of business;
- · principal risks and uncertainties;
- key performance indicators (KPIs);
- risks associated with COVID-19: and
- section 172 Companies Act 2006 statement.

Modern Slavery

The Company's approach to the Modern Slavery Act 2015 is set by the Group. Each year, as part of their governance arrangements, the Group formally reviews and approves the approach to the Modern Slavery Act 2015 and has confirmed that the approach is still valid for 2021.

Stakeholder engagement

The Company aims to build enduring relationships with all its stakeholders in the countries where it operates. The Company works with its business partners in an honest, respectful and responsible way and seeks to work with others who share the Company's commitments to safety, ethics and compliance.

On behalf of the Company, the Group participates in industry associations that offer opportunities to share good practices and collaborate on issues of importance. Additionally, the Group works with stakeholders on a range of issues that are relevant to its business and relating to regulatory compliance matters.

Employee engagement

Employees of the Company are informed of information on matters of concern to them as employees through the employee intranet and local sites, social media channels, town halls, site visits and webinars including topics such as quarterly results, strategy, business updates and diversity.

There are a number of employee share plans in place at Group level. The Group operates ShareSave and ShareReward plans. The Group also operates group-wide discretionary share plans, which allow employee participation at different levels globally and is linked to the Group's performance.

Disclosure of information to auditor

As far as each of the Directors are aware, there is no relevant audit information of which the Company's auditor is unaware, and the Directors have taken all the steps that ought to have been taken to make themselves aware of any relevant audit information and to establish that the Company's auditor is aware of that information. This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

Directors' report for the year ended 31 December 2021 (continued)

Going concern

Having assessed the principal risks and other matters, including the potential impact of the COVID-19 pandemic, the Directors are of the opinion that the current level of activity remains sustainable. In relation to the challenges that arise from the COVID-19 pandemic, the considerations have included the potential risks related to services provided by the Company. The Directors have taken into account that as part of the Group, the Company has the ability to request support from the Group where necessary and can take actions to ensure business continuity through operational channels, as well as the ability to manage variable costs. On the basis of those considerations, the Directors believe that it remains appropriate to adopt the going concern basis of accounting in preparing the financial statements.

Independent auditor

The auditor, Deloitte LLP, is deemed to be re-appointed under section 487(2) of the Companies Act 2006.

On behalf of the Board

Dylan Jackson Director

07 September 2022

Independent auditor's report to the members of GlaxoSmithKline Export Limited

Report on the audit of the financial statements

Opinion

In our opinion the financial statements of GlaxoSmithKline Export Limited (the 'company'):

- give a true and fair view of the state of the company's affairs as at 31 December 2021 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 101 "Reduced Disclosure Framework"; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- · the statement of comprehensive income;
- · the balance sheet:
- · the statement of changes in equity; and
- the related notes 1 to 20.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 101 "Reduced Disclosure Framework" (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's (the 'FRC's') Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Independent auditor's report to the members of GlaxoSmithKline Export Limited (continued)

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of directors

including fraud is detailed below.

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities,

We considered the nature of the company's industry and its control environment, and reviewed the company's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management about their own identification and assessment of the risks of irregularities.

Independent auditor's report to the members of GlaxoSmithKline Export Limited (continued)

Extent to which the audit was considered capable of detecting irregularities, including fraud (continued)

We obtained an understanding of the legal and regulatory frameworks that the company operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements.
 These included UK Companies Act and tax legislation; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the company's ability to operate or to avoid a material penalty. These included General Data Protection requirements, Anti-bribery and corruption policy and the Foreign Corrupt Practices Act.

We discussed among the audit engagement team regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management and in-house legal counsel concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance.

Report on other legal and regulatory requirements

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the directors' report and the strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report and the strategic report have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the directors' report and the strategic report.

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- · certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or

We have nothing to report in respect of these matters.

Independent auditor's report to the members of GlaxoSmithKline Export Limited (continued)

Use of this report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

The company has passed a resolution in accordance with section 506 of the Companies Act that the senior statutory auditor's name should not be stated.

Deloite LLP.

Deloitte LLP Statutory Auditor Reading, United Kingdom 08 September 2022

Statement of comprehensive income for the year ended 31 December 2021

				2021			2020
		Continuing	Discontinued		Continuing	Discontinued	
		operations	operations	Total	operations	operations	Total
	Note	£'000	£'000	£'000	£'000	£'000	£'000
Turnover	4	629,399	3	629,402	509,540	346	509,886
Cost of sales		(486,964)	73	(486,891)	(401,355)	(696)	(402,051)
Gross profit		142,435	76	142,511	108,185	(350)	107,835
Selling and distribution costs		(40,580)	(2,583)	(43,163)	(43,897)	(4,039)	(47,936)
Administrative expenses		(32,873)	(3,085)	(35,958)	(26,527)	(2,906)	(29,433)
Other operating (expenses)/income		(34,591)	5,668	(28,923)	(19,516)	7,641	(11,875)
Operating profit/(loss)	5	34,391	76	34,467	18,245	346	18,591
Profit/(loss) before interest and							
taxation		34,391	76	34,467	18,245	346	18,591
Finance income	7	-	-	-	87	_	87
Finance expense	8	(194)	(26)	(220)	(837)	(40)	(877)
Finance expense - net		(194)	(26)	(220)	(750)	(40)	(790)
Profit/(loss) before taxation		34,197	50	34,247	17,495	306	17,801
Taxation	9	(3,266)		(3,266)	(2,786)	-	(2,786)
Profit/(loss) for the year		30,931	50	30,981	14,709	306	15,015

The Company has no other comprehensive income during either the current year or prior year and therefore no separate statement of other comprehensive income has been presented.

Balance sheet

as at 31 December 2021

	Note	2021 £'000	2020 £'000
Non-current assets	Note	£ 000	£ 000
Right of use assets	11	3,319	4,199
Property, plant and equipment	10	3,319 825	2,385
Deferred tax assets	9	14,410	9,000
Other receivables	13	49	107
Total non-current assets	<u></u>	18,603	15,691
Current assets			
Inventories	12	89,502	44,814
Trade and other receivables	13	232,910	268,480
Cash and cash equivalents	13	57,498	45,528
Total current assets		379,910	358,822
T. A. L.			
Total assets		398,513	374,513
Current liabilities			
Trade and other payables	14	(146,872)	(155,744)
Corporation tax		(7,790)	(3,691)
Short-term borrowings	15	(78)	(1,061)
Total current liabilities		(154,740)	(160,496)
Net current assets		225,170	198,326
Total assets less current liabilities		243,773	214,017
Non-current liabilities			
Provisions for liabilities	16	(6,638)	(4,924)
Long-term borrowings	15	(3,093)	(3,153)
Other payables	14	(12,229)	(15,108)
Total non-current liabilities		(21,960)	(23,185)
			(100.001)
Total liabilities		(176,700)	(183,681)
Net assets		221,813	190,832
Equity			
Share capital	· 17		_
Retained earnings	17	221,813	190,832
retained carrillys		221,013	190,032
Shareholder's equity	·	221,813	190,832

The financial statements on pages 11 to 28 were approved by the Board of Directors on 07 September 2022 and were signed on its behalf by:

Dylan Jackson Director

Statement of changes in equity for the year ended 31 December 2021

	Share capital £'000	Retained earnings £'000	Total £'000
At 1 January 2020	-	175,817	175,817
Profit and total comprehensive income for the year	-	15,015	15,015
At 31 December 2020	-	190,832	190,832
Profit and total comprehensive income for the year	-	30,981	30,981
At 31 December 2021	-	221,813	221,813

Notes to the financial statements for the year ended 31 December 2021

1 Presentation of the financial statements

General information

The Company is a private company limited by shares and is incorporated and domiciled in the UK (England). The address of the registered office is 980 Great West Road, Brentford, Middlesex, TW8 9GS, England.

The principal activity of the Company is the distribution of pharmaceutical products purchased from the Group to third parties, in territories where the Group does not have a legal presence. The Company also performs limited sales and marketing functions in conjunction with its distribution activities. In support of these sales and in addition to its own costs, the Company bears appropriate related expenses recharged by the Group, including a fee relating to distribution rights. The Company operates overseas branch and representative offices based in Africa, Middle East and Eastern Europe. The largest of these offices are based in Saudi Arabia and the United Arab Emirates.

2 Summary of significant accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied, unless otherwise stated.

(a) Basis of preparation

The financial statements have been prepared in accordance with Financial Reporting Standard 100 Application of Financial Reporting Requirements ("FRS 100") and Financial Reporting Standard 101 Reduced Disclosure Framework ("FRS 101").

These financial statements have been prepared on the going concern basis, under the historical cost convention and in accordance with the Companies Act 2006.

The financial statements are presented in Pounds Sterling.

Going concern

Having assessed the principal risks and other matters, including the potential impact of the COVID-19 pandemic, the Directors are of the opinion that the current level of activity remains sustainable. In relation to the challenges that arise from the COVID-19 pandemic, the considerations have included the potential risks related to services provided by the Company. The Directors have taken into account that as part of the Group, the Company has the ability to request support from the Group where necessary and can take actions to ensure business continuity through operational channels, as well as the ability to manage variable costs. On the basis of those considerations, the Directors believe that it remains appropriate to adopt the going concern basis of accounting in preparing the financial statements.

Disclosure exemptions adopted

In preparing these financial statements the Company has taken advantage of all disclosure exemptions conferred by FRS 101 to requirements set by the International Financial Reporting Standards (IFRS). Therefore these financial statements do not include:

- Paragraphs 45(b) and 46 to 52 of IFRS 2, 'Share-based payments' (details of the number and weightedaverage exercise prices of share options, and how the fair value of goods or services received was determined);
- The requirements of paragraphs 62, B64(d), B64(e), B64(g), B64(h), B64(j) to B64(m), B64(n)(ii), B64(o)(ii), B64(p), B64(q)(ii), B66 and B67 of IFRS 3, 'Business Combinations';

Notes to the financial statements for the year ended 31 December 2021

2 Summary of significant accounting policies (continued)

(a) Basis of preparation (continued)

Disclosure exemptions adopted (continued)

- The requirements of paragraph 33(c) of IFRS 5, 'Non-current Assets Held for Sale and Discontinued Operations';
- IFRS 7, 'Financial instruments: disclosures';
- The requirements of the second sentence of paragraph 110 and paragraphs 113(a),114, 115, 118, 119(a) to (c), 120 to 127 and 129 of IFRS 15, 'Revenue from Contracts with Customers';
- Paragraphs 91 to 99 of IFRS 13, 'Fair value measurement' (disclosure of valuation techniques and inputs used for fair value measurement of assets and liabilities);
- Paragraph 38 of IAS 1, 'Presentation of financial statements' comparative information requirements in respect of:
- (i) paragraph 79(a) (iv) of IAS 1,
- (ii) paragraph 73(e) of IAS 16, 'Property, plant and equipment',
- (iii) paragraph 118(e) of IAS 38, 'Intangible assets (reconciliations between the carrying amount at the beginning and end of the period)',
- (iv) paragraph 76 and 79(d) of IAS 40, 'Investment property'; and
- (v) paragraph 50 of IAS 41, 'Agriculture'.
- The following paragraphs of IAS 1, 'Presentation of financial statements':
- 10(d), (statement of cash flows),
- 10(f) (a balance sheet as at the beginning of the preceding period when an entity applies an accounting policy retrospectively or make a retrospective restatement of items in its financial statements, or when it reclassifies items in its financial statements),
- 16 (statement of compliance with all IFRS),
- 38A (requirements for minimum of two primary statements, including cash flow statements),
- 38B-D (additional comparative information).
- 40A-D (requirements for a third balance sheet),
- 111 (cash flow statement information), and
- 134 136 (capital management disclosures).
- · IAS 7. 'Statement of cash flows':
- The requirements of paragraph 52, the second sentence of paragraph 89, and paragraphs 90, 91 and 93 of IFRS 16, 'Leases':
- The requirements of paragraph 58 of IFRS 16, provided that the disclosure of details of indebtedness required by paragraph 61(1) of Schedule 1 to the Regulations is presented separately for lease liabilities and other liabilities, and in total;
- Paragraph 30 and 31 of IAS 8 'Accounting policies, changes in accounting estimates and errors' (requirement for the disclosure of information when an entity has not applied a new IFRS that has been issued but is not yet effective);
- Paragraph 17 and 18A of IAS 24, 'Related party disclosures' (key management compensation);
- The requirements in IAS 24, 'Related party disclosures' to disclose related party transactions entered into between two or more wholly owned members of a group; and
- The requirements of paragraphs 130(f)(ii), 130(f)(iii), 134(d) to 134(f) and 135(c) to 135(e) of IAS 36, 'Impairment of Assets'.

The financial statements of GSK plc can be obtained as described in note 2(b) below.

The preparation of financial statements in conformity with FRS 101 requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 3.

Notes to the financial statements for the year ended 31 December 2021

2 Summary of significant accounting policies (continued)

(b) Ultimate and immediate parent undertaking

The Company is a wholly owned subsidiary of the ultimate parent company. GSK plc, a company registered in United Kingdom (England), is the Company's ultimate parent undertaking and controlling party. The largest and smallest group of undertakings for which group financial statements are prepared and which include the results of the Company are the consolidated financial statements of GSK plc. Copies of the consolidated financial statements can be obtained from the Company Secretary, GSK plc, 980 Great West Road, Brentford, Middlesex, TW8 9GS, England. The immediate parent undertaking is Glaxo Group Limited. These financial statements are separate financial statements.

(c) Foreign currency transactions

Foreign currency transactions are booked in the functional currency of the Company at the exchange rate ruling on the date of the transaction. Foreign currency monetary assets and liabilities are translated into the functional currency at rates of exchange ruling at the balance sheet date. Exchange differences are included in the statement of comprehensive income. The functional and presentation currency of the Company is Pounds Sterling.

(d) Turnover

The Company recognises turnover for supply of goods to external customers or other Group companies against orders received. The majority of contracts that the Company enters into relate to sales orders containing single performance obligations for the delivery of pharmaceutical products and vaccines. The average duration of fulfilling a sales order is less than 12 months.

Turnover is recognised when control of the goods is passed to the customer. The point at which control passes is determined by each customer arrangement.

Product turnover represents net invoice value including fixed and variable consideration. Variable consideration arises on the sale of goods as a result of discounts and allowances given and accruals for estimated future returns and rebates. Turnover is not recognised in full until it is highly probable that a significant reversal in the amount of cumulative turnover recognised will not occur. The methodology and assumptions used to estimate rebates and returns are monitored and adjusted regularly in the light of contractual and legal obligations, historical trends, past experience and projected market conditions. Once the uncertainty associated with the returns and rebates is resolved, turnover is adjusted accordingly. Value added tax and other sales taxes are excluded from turnover.

(e) Expenditure

Expenditure is recognised in respect of goods and services received when supplied in accordance with contractual terms. A provision is made when an obligation exists for a future liability in respect of a past event and where the amount of the obligation can be reliably estimated. Advertising and promotion expenditure is charged to the statement of comprehensive income as incurred. Shipment costs on intercompany transfers are charged to cost of sales. Distribution costs on sales to customers are included in selling and distribution costs in the statement of comprehensive income.

Restructuring costs are recognised and provided for, where appropriate, in respect of the direct expenditures of a business reorganisation where the plans are sufficiently detailed and well advanced, and where appropriate communication to those affected has been undertaken at the balance sheet date.

Notes to the financial statements for the year ended 31 December 2021

2 Summary of significant accounting policies (continued)

(f) Royalty income and expenses

Royalty income and expenses are recognised in other operating income and expenses on an accruals basis in accordance with the terms of the relevant licensing agreements.

(g) Finance income and expense

Finance income and expenses are recognised on an accruals basis using the effective interest method.

(h) Property, plant and equipment

Property, plant and equipment is stated at the cost of purchase or construction less residual value and provisions for depreciation and impairment. Financing costs are capitalised within the cost of qualifying assets in construction.

Depreciation is calculated to write off the cost of property, plant and equipment, excluding freehold land, using the straight-line basis over their expected useful lives. The normal expected useful lives of the major categories of property, plant and equipment are:

Plant, equipment and vehicles

3 to 20 years

On disposal of the property, plant and equipment, the cost and related accumulated depreciation and impairment are removed from the financial statements and the net amount, less any proceeds, is taken to the statement of comprehensive income.

(i) Capitalised borrowing costs

The Company's borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised as part of the cost of that asset. All other borrowing costs are recognised as expenses in the period in which they are incurred.

(j) Impairment of non-current assets

The carrying values of all non-financial assets are reviewed for impairment, either on a standalone basis or as part of a larger cash generating unit, when there is an indication that the assets might be impaired. Any provision for impairment is charged to the statement of comprehensive income in the year concerned.

Impairment losses on non-financial assets are only reversed if there has been a change in estimates used to determine recoverable amounts and only to the extent that the revised recoverable amounts do not exceed the carrying values that would have existed, net of depreciation or amortisation, had no impairments been recognised.

Notes to the financial statements for the year ended 31 December 2021

2 Summary of significant accounting policies (continued)

(k) Leases

The Company recognises right of use assets under lease arrangements in which it is the lessee. Rights to use assets owned by other parties under lease agreements are capitalised at the inception of the lease and recognised on the balance sheet. The corresponding liability to the lessor is recognised as a lease obligation within short and long-term borrowings. The carrying amount is subsequently increased to reflect interest on the lease liability and reduced by lease payments made. For calculating the discounted lease liability on material leases (leases with annual payments of £2 million or more), the implicit rate in the lease is used. If this is not available, the incremental borrowing rate with a lease specific adjustment is used. If neither of these is available, and for leases with immaterial annual payments, the incremental borrowing rate is used. The incremental borrowing rate is calculated at the rate of interest at which the Group would have been able to borrow for a similar term and with a similar security the funds necessary to obtain a similar asset in a similar market.

Finance expenses are charged to the statement of comprehensive income so as to produce a constant periodic rate of charge on the remaining balance of the obligations for each accounting period.

Variable rents are not part of the lease liability and the right of use asset. These payments are charged to the statement of comprehensive income as incurred. Short-term and low value leases are not capitalised and lease rentals are also charged to the statement of comprehensive income as incurred.

Non-lease components are accounted for separately from the lease components in plant and equipment leases but are not separately accounted for in land and buildings or vehicle leases.

If modifications or reassessments occur, the lease liability and right of use asset are re-measured. Right of use assets where title is expected to pass to the Company at a point in the future are depreciated on a basis consistent with similar owned assets. In other cases, right of use assets are depreciated over the shorter of the useful life of the asset or the lease term.

(I) Inventories

Inventories are included in the financial statements at the lower of cost (including raw materials, direct labour, other direct costs and related production overheads, where appropriate) or net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses. Cost is generally determined on a first in, first out basis. Pre-launch inventory is held as an asset when there is a high probability of regulatory approval for the product. Before that point a provision is made against the carrying value to its recoverable amount; the provision is then reversed at the point when a high probability of regulatory approval is determined.

(m) Trade and other receivables

Trade and other receivables are carried at original invoice amount less allowance for expected credit losses. Expected credit losses are calculated in accordance with the approaches permitted by IFRS 9. For trade receivables, the simplified approach is used by using a provision matrix applying lifetime historical credit loss experience to the trade receivables. The expected credit loss rate varies depending on whether and the extent to which settlement of the trade receivables is overdue and it is also adjusted as appropriate to reflect current economic conditions and estimates of future conditions. For the purpose of determining credit loss rates, customers are classified into groupings that have similar loss patterns. The key drivers of the loss rate are the nature of the business unit and the location and type of customer.

Notes to the financial statements for the year ended 31 December 2021

2 Summary of significant accounting policies (continued)

(m) Trade and other receivables (continued)

For other receivables, the general approach is used where the entity recognises the losses that are expected to result from all possible default events over the expected life of the receivable, when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the receivable has not increased significantly since initial recognition, the entity measures the expected loss allowance based on losses that are expected to result from default events that are possible within 12 months after the reporting date. When a trade and other receivable is determined to be uncollectable it is written off, firstly against any expected credit loss allowance available and then to the statement of comprehensive income.

Subsequent recoveries of amounts previously provided for are credited to the statement of comprehensive income. Long-term receivables are discounted where the effect is material.

(n) Cash and cash equivalents

Cash and cash equivalents comprise cash in hand, current balances with banks and similar institutions and highly liquid investments with maturities of three months or less. They are readily convertible into known amounts of cash and have an insignificant risk of changes in value.

(o) Trade and other payables

Trade and other payables are initially recognised at fair value and then held at amortised cost using the effective interest method. Long-term payables are discounted where the effect is material.

(p) Taxation

Current tax is provided at the amounts expected to be paid or refunded applying the rates that have been enacted or substantively enacted by the balance sheet date.

Deferred tax is provided in full, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax is provided using rates of tax that have been enacted or substantively enacted by the balance sheet date.

(q) Provisions for liabilities

Provisions are recognised when the Company has a legal or constructive obligation as a result of a past event, it is probable that outflow of resources will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Notes to the financial statements for the year ended 31 December 2021

2 Summary of significant accounting policies (continued)

(r) Legal and other disputes

Provision is made for the anticipated settlement costs of legal or other disputes against the Company where an outflow of resources is considered probable and a reliable estimate can be made of the likely outcome. In addition, provision is made for legal or other expenses arising from claims received or other disputes. In respect of product liability claims related to certain products, there is sufficient history of claims made and settlements to enable management to make a reliable estimate of the provision required to cover unasserted claims. In certain cases, an incurred but not reported (IBNR) actuarial technique is used to determine this estimate.

The Company may become involved in legal proceedings, in respect of which it is not possible to make a reliable estimate of the expected financial effect, if any, that could result from ultimate resolution of the proceedings. In these cases, appropriate disclosure about such cases would be included but no provision would be made. Costs associated with claims made by the Company against third parties are charged to the statement of comprehensive income as they are incurred.

(s) Discontinued operations

A discontinued operation is a component of the Group's business that represents a separate major line of business or geographical area of operations that has been disposed of, has been abandoned or meets the criteria to be classified as held for sale.

Discontinued operations are presented on the statement of comprehensive income separately from continuing operations.

The amounts disclosed as discontinued operations primarily comprise of transactions in the nature of expenses incurred / provisions reversed relating to the consumer business which was disposed of by the Company in 2017 and is presented net of amounts recharged to the Group's Consumer Healthcare Joint Venture.

(t) Share capital

Ordinary shares are classified as equity.

3 Critical accounting judgements and key sources of estimation uncertainty

In preparing the financial statements, the Directors are required to make estimates and assumptions that affect the amounts of assets, liabilities, revenue and expenses reported in the financial statements. Actual amounts and results could differ from those estimates. The following are considered to be the critical accounting judgements and key sources of estimation uncertainty made.

The Directors do not consider that there are any critical accounting judgements, apart from those involving estimations (which are dealt with separately below), that have been made in the process of applying the Company's accounting policies and that have had a significant effect on the amounts recognised in the financial statements.

Notes to the financial statements for the year ended 31 December 2021

3 Critical accounting judgements and key sources of estimation uncertainty (continued)

(a) Inventory provisioning

The Company sells products and is subject to changing consumer demands. As a result it is necessary to consider the recoverability of the cost of inventory and the associated provisioning required. When calculating the inventory provision, management considers the nature and condition of the inventory, as well as applying assumptions around anticipated saleability of finished goods and future usage of raw materials.

4 Turnover

Analysis of turnover by geography:

			2021			2020
	Continuing	Discontinued		Continuing	Discontinued	
	operations	operations	Total	operations	operations	Total
	£'000	£'000	£'000	£'000	£'000	£'000
UK	4,300	-	4,300	3,657		3,657
Rest of Europe	151,895	-	151,895	105,136	-	105,136
Asia, Far East and						
Oceania	3,387	-	3,387	19,082	_	19,082
Africa and Middle East	348,860	3	348,863	303,578	346	303,924
North America	8,217	-	8,217	3,598	-	3,598
Latin America and	•					
Caribbean	112,739	-	112,739	74,489	-	74,489
	629,399	3	629,402	509,540	346	509,886

All discontinued operations relate to the consumer business.

		2021			2020
Continuing	Discontinued	Total	Continuing	Discontinued	Total
£'000	£'000	£'000	£'000	£'000	£'000
ompanies:					
39,515	•	39,515	23,069	-	23,069
89,011	-	89,011	73,203	-	73,203
240	-	240	3,657	-	3,657
112,380		112,380	82,067	-	82,067
388,253	3	388,256	327,544	346	327,890
629,399	3	629,402	509,540	346	509,886
	£'000 companies: 39,515 89,011 240 112,380 388,253	£'000 £'000 companies: 39,515 - 89,011 - 240 - 112,380 - 388,253 3	Continuing £'000 Discontinued £'000 Total £'000 sompanies: 39,515 - 39,515 89,011 - 89,011 240 - 240 112,380 - 112,380 388,253 3 388,256	Continuing £'000 Discontinued £'000 Total £'000 Continuing £'000 sompanies: 39,515 - 39,515 23,069 89,011 - 89,011 73,203 240 - 240 3,657 112,380 - 112,380 82,067 388,253 3 388,256 327,544	Continuing £'000 Discontinued £'000 Total £'000 Continuing £'000 Discontinued £'000 companies: 39,515 - 39,515 23,069 - 89,011 - 73,203 - 74,203

Notes to the financial statements for the year ended 31 December 2021

5 Operating profit

Special Special	2021	2020
	£'000	£'000
The following items have been charged / (credited) in operating profit:		
Depreciation of property, plant and equipment.		
Owned assets	423	649
Right of use assets	598	513
Royalties payable to Group undertakings	26,497	58,133
Royalty income from Group undertakings	(13,965)	(36,994)
Impairment/(reversal of impairment) of trade and other receivables	6,524	(2,107)
Loss / (gain) on disposal of property, plant and equipment	(26)	(93)
Exchange (gains) / loss on foreign currency transactions	2,988	(2,210)
Inventories:		
Cost of inventories included in cost of sales	463,462	368,672
Write-down/(reversal of prior year write-down) of inventories	(5,892)	8,118
Management fee	15	15
Audit fees	430	409
Other (income) / expenses	(2,534)	(7,291)

GlaxoSmithKline Services Unlimited provides various services and facilities to the Company including finance and administrative services for which a management fee is charged.

6 Employees

7

Other finance income

Total finance income

All employees of the Company are based overseas. A summary of employee costs is included below:

All employees of the Company are based overseas. A summary of employee costs is	inciuaea peio	W:
	2021	2020
Employee costs	£'000	£'000
Wages and salaries	44,961	45,399
Social security costs	2,393	1,336
Other post retirement costs	3,460	2,499
Share based payments	757	2,363
	51,571	51,597
The average number of persons employed by the Company	2021	2020
(including Directors)	number	number
Selling, research and development, general and administration	477	553
The average number of Company employees exclude temporary and contract staff.		
		
Finance income		
Finance income	2021	2020
Finance income	2021 £'000	2020 £'000

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Notes to the financial statements for the year ended 31 December 2021

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8	Fina	ance	exp	ense

- manue expense	2021 £'000	2020 £'000
On loans with Group undertakings	(8)	(111)
Other finance expense	(45)	(501)
Interest expense arising on lease liabilities	(167)	(265)
Total finance expense	(220)	(877)
Taxation		
	2021	2020
Income tax charge / (credit) on profit	£'000	£'000
Current tax:		
UK corporation tax at 19.00% (2020: 19.00%)	7,790	3,691
Overseas tax	· -	500
Adjustments in respect of previous years	886	(1,065)
Total current tax charge	8,676	3,126
Deferred tax:		
Origination and reversal of timing differences	(1,472)	(288)
Adjustments in respect of previous years	(833)	865
Change in tax rate - impact on deferred tax	(3,105)	(917)
Total deferred tax credit	(5,410)	(340)
Total tax charge for the year	3,266	2,786

The tax assessed for the year is lower (2020: lower) than the standard rate of corporation tax in the UK for the year ended 31 December 2021 of 19.00% (2020: 19.00%). The differences are explained below:

Reconciliation of total tax charge	2021	2020
	£'000	£'000
Profit on ordinary activities before tax	34,247	17,801
Tax on ordinary activities at the UK statutory rate 19.00% (2020: 19.00%)	6,507	3,382
Effects of:		
Expenses not deductible for tax purposes	166	20
Overseas tax	-	500
Adjustments to tax charge in respect of previous years - current tax	54	(1,065)
Adjustments to tax charge in respect of previous periods - deferred tax	-	865
Income not taxable	(2)	-
Remeasurement of deferred tax for changes in tax rates	(3,459)	(916)
Total tax charge for the year	3,266	2,786

Notes to the financial statements for the year ended 31 December 2021

9 Taxation (continued)

Factors that may affect future tax charges:

An increase in the UK corporation rate from 19% to 25% (effective 1 April 2023) was substantively enacted on 24 May 2021. This will increase the Company's future current tax charge accordingly. The deferred tax asset at 31 December 2021 has been calculated based on these rates, reflecting the expected timing of reversal of the related temporary differences (2020: 19%).

Movement in deferred tax assets

	Accelerated capital allowances £'000	Other net temporary differences £'000	Total £'000
At 1 January 2020	3,569	5,090	8,659
Credit / (charge) to statement of comprehensive income	927	(586)	341
At 31 December 2020 Credit to statement of comprehensive income	4,496	4,504	9,000
	1,379	4,031	5,410
At 31 December 2021	5,875	8,535	14,410

Movement in deferred tax assets

After offsetting deferred tax assets and liabilities where appropriate, the net deferred tax asset comprises:

	2021	2020
,	£'000	£'000
Deferred tax assets classified as non-current assets	14,410	9,000
	14,410	9,000

Deferred tax assets are recognised where it is probable that future taxable profits will be available to utilise the losses.

Notes to the financial statements for the year ended 31 December 2021

10 Property, plant and equipment

	Plant, equipment and
	vehicles
	£'000
Cost	
At 1 January 2021	10,924
Additions	-
Disposals	(2,468)
At 31 December 2021	8,456
Accumulated depreciation	
At 1 January 2021	(8,539)
Disposals	1,331
Charge for the year	(423)
At 31 December 2021	(7,631)
Net book value at 31 December 2020	2,385
Net book value at 31 December 2021	825

11 Right of use assets

-	Land and buildings £'000	Plant and equipment £'000	Total £'000
Net book value			
At 1 January 2021	3,693	506	4,199
Additions .	161	166	327
Depreciation	(598)		(598)
Impairment	-	-	-
Other movements	(280)	(329)	(609)
At 31 December 2021	2,976	343	3,319

The total cash outflow for leases amounted to £169,495.

There were no significant lease commitments for leases entered into but not commenced at the year-end.

12 Inventories

	2021 £'000	2020 £'000
Finished goods	89,502	44,814

Notes to the financial statements for the year ended 31 December 2021

13 Trade and other receivables

	2021	2020
	£'000	£'000
Amounts due within one year		
Trade receivables - net of loss allowance	122,116	129,310
Amounts owed by Group undertakings	98,110	132,676
Other receivables	12,684	6,494
	232,910	268,480
	2021	2020
	£'000	£'000
Loss allowance		
At 1 January	(18,815)	(22,236)
(Charge) / reversal for the year	(6,524)	2,107
Utilised	5,463	1,314
At 31 December	(19,876)	(18,815)
None of the trade receivable balances were considered to be credit impaired.		
	2021	2020
	£'000	£'000
Amounts due after more than one year		
Other receivables	49	107
	49	107

The amounts owed by Group undertakings are unsecured and are repayable on demand except for intercompany balances with GlaxoSmithKline IHC Ltd of £33,314,000 (2020: £96,509,000) which is unsecured and repayable on demand with interest received at LIBOR rate less 0.125% per annum up to 1 November 2021. From 1 November 2021, the interest rate changed to SONIA rate less 0.05% per annum (2020: LIBOR rate less 0.125% per annum).

14 Trade and other payables

	2021 £'000	2020 £'000
Amounts falling due within one year		2 000
Trade payables	15,134	12,461
Amounts owed to Group undertakings	19,390	55,419
Other payables	65,108	51,250
Accruals and deferred income	47,240	36,614
	146,872	155,744
Amounts falling due after more than one year		
Other payables	12,229	15,108
Total trade and other payables	159,101	170,852

Amounts owed to Group undertakings are unsecured, interest free and repayable on demand except for a call account balance with GlaxoSmithKline Finance plc of £nil (2020: £111,000) which is unsecured and repayable on demand with interest paid at LIBOR rate plus 0.25% per annum up to 1 November 2021. From 1 November 2021, the interest rate changed to SONIA rate plus 0.1% per annum (2020: LIBOR rate plus 0.25% per annum).

Other payables are made up long term employee benefits.

Notes to the financial statements for the year ended 31 December 2021

15 Borrowings

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			2021	2020
			£'000	£'000
Amounts falling due within one year				
Lease liabilities			78	1,061
			•	
Amounts falling due after more than one year Lease liabilities			2 002	2 4 5 2
Lease habilities			3,093	3,153
Provisions for liabilities				
The Company had the following provisions during	g the year:			
			Restructuring	provision £'000
At 1 January 2020				8,251
Charge for the year				3,857
Reclassifications and other movements				-
Utilised				(7,184)
At 31 December 2020		•		4,924
Charge for the year		m Cardellana artis Carlon Salden and Arabidon Societies (Section 1874)		2,718
Reclassifications and other movements				649
Utilised				(1,653)
At 31 December 2021	· · ·			6,638
Share capital				
	2021	2020	2021	2020
	Number of	Number of		
	shares	shares	£'000	£'000
legued and fully naid				
Issued and fully paid Ordinary Shares of £1 each (2020: £1 each)	100	100	-	_
Contingent liabilities				
			2021	2020

Contingent liabilities represent bank guarantees issued to customers in relation to bid and performance bonds.

Indemnities, bonds and guarantees given in the ordinary course of business

£'000

2,294

£'000

4,071

Group banking arrangement

The Company, together with fellow Group undertakings has entered into a Group banking arrangement with the Company's principal bank. The bank holds the right to pay and apply funds from any account of the Company to settle any indebtedness to the bank of any other party to this agreement. The Company's maximum potential liability as at 31 December 2021 is limited to the amount held on its accounts with the bank. No loss is expected to accrue to the Company from the agreement.

Notes to the financial statements for the year ended 31 December 2021

19 Directors' remuneration

During the year, the Directors of the Company, with the exception of the Corporate Directors, were remunerated as executives of the Group and received no remuneration in respect of their services to the Company (2020: £nil). Corporate Directors received no remuneration during the year, either as executives of the Group or in respect of their services to the Company (2020: £nil).

20 Related party transactions

As a wholly owned subsidiary of the ultimate parent company, GSK plc, advantage has been taken of the exemption afforded by FRS 101 'Reduced disclosure framework' not to disclose any related party transactions with other wholly owned members of the Group, or information around remuneration of key management personnel compensation.