

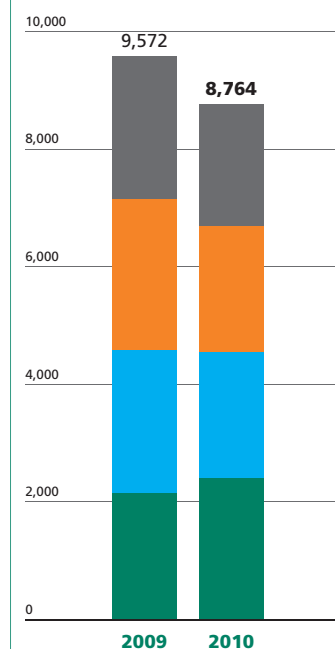
## GROUP FINANCIAL HIGHLIGHTS

	2010	2009	Change (%)
<b>For the Year (\$ million)</b>			
Turnover	<b>8,764</b>	9,572	(8)
Earnings before interest, tax, depreciation and amortisation	<b>1,478</b>	1,316	12
Profit from operations	<b>1,396</b>	1,225	14
– Earnings before interest and tax	<b>1,236</b>	1,116	11
– Share of results: Associates & JVs, net of tax	<b>160</b>	109	46
Profit before income tax expense	<b>1,367</b>	1,218	12
Net profit	<b>793</b>	683	16
Capital expenditure	<b>982</b>	533	84
<b>At Year End (\$ million)</b>			
Shareholders' funds	<b>3,815</b>	3,320	15
Total assets	<b>10,892</b>	9,330	17
Net debt / (cash)	<b>(1,745)</b>	(1,630)	7
Operating cash flow	<b>1,702</b>	936	82
Free cash flow	<b>1,684</b>	886	90
<b>Per Share</b>			
Earnings (cents)	<b>44.44</b>	38.37	16
Net assets (\$)	<b>2.13</b>	1.86	15
Net ordinary dividends (including bonus dividends) (cents)	<b>17.00</b>	15.00	13
<b>Financial Ratios</b>			
Return on equity (%)	<b>22.2</b>	23.1	(4)
Return on total assets (%)	<b>12.2</b>	11.9	3
Interest cover (times)	<b>24</b>	32	(24)
Net gearing (times)	<b>Net cash</b>	Net cash	NM
<b>Economic value added (\$ million)</b>			
	<b>809</b>	770	5

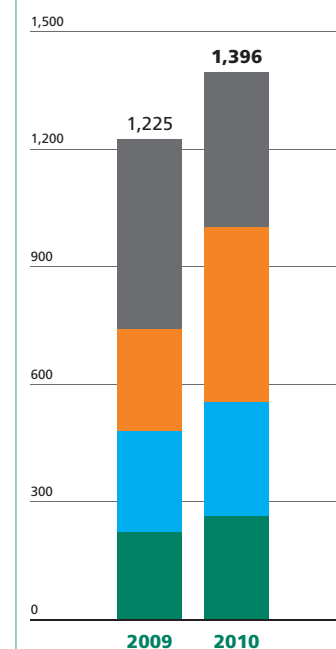
### Group Quarterly Performance (\$ million)

	1Q	2Q	2010 3Q	4Q	Total	1Q	2Q	2009 3Q	4Q	Total
Turnover	<b>2,406</b>	<b>2,135</b>	<b>2,154</b>	<b>2,069</b>	<b>8,764</b>	2,147	2,431	2,577	2,417	9,572
Earnings before interest, tax, depreciation and amortisation	<b>285</b>	<b>308</b>	<b>464</b>	<b>421</b>	<b>1,478</b>	240	273	283	520	1,316
Profit from operations	<b>263</b>	<b>292</b>	<b>444</b>	<b>397</b>	<b>1,396</b>	223	257	261	484	1,225
– Earnings before interest and tax	<b>234</b>	<b>257</b>	<b>404</b>	<b>341</b>	<b>1,236</b>	194	224	234	464	1,116
– Share of results: Associates & JVs, net of tax	<b>29</b>	<b>35</b>	<b>40</b>	<b>56</b>	<b>160</b>	29	33	27	20	109
Profit before income tax expense	<b>267</b>	<b>288</b>	<b>377</b>	<b>435</b>	<b>1,367</b>	216	249	255	498	1,218
Net profit	<b>159</b>	<b>161</b>	<b>244</b>	<b>229</b>	<b>793</b>	134	142	148	259	683
Earnings per share (cents)	<b>8.91</b>	<b>9.04</b>	<b>13.69</b>	<b>12.80</b>	<b>44.44</b>	7.52	7.97	8.33	14.55	38.37

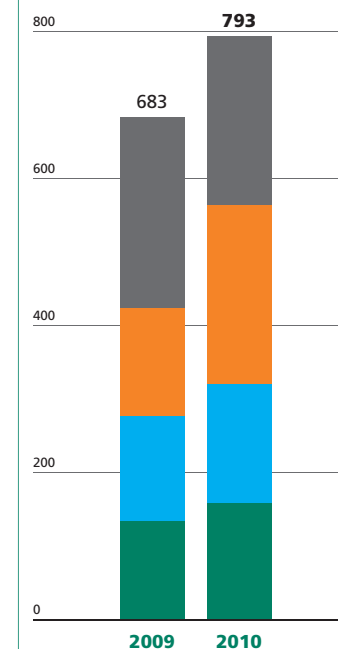
### Turnover (\$ million)



### PFO (\$ million)



### Net Profit (\$ million)



■ First Quarter ■ Second Quarter ■ Third Quarter ■ Fourth Quarter