

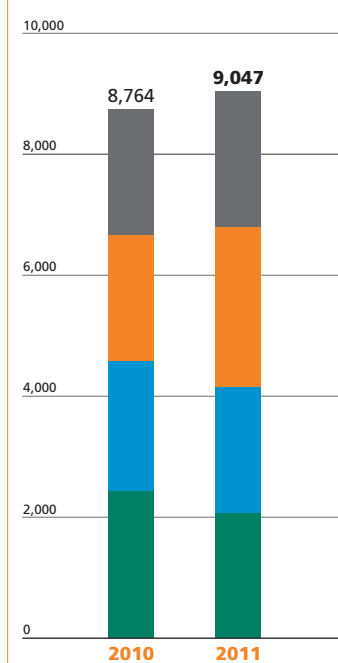
# GROUP FINANCIAL HIGHLIGHTS

	2011	2010	Change (%)
<b>For The Year</b> (\$\$ million)			
Turnover	<b>9,047</b>	8,764	3
Earnings before interest, tax, depreciation and amortisation	<b>1,336</b>	1,478	(10)
Profit from operations	<b>1,272</b>	1,396	(9)
– Earnings before interest and tax	<b>1,101</b>	1,236	(11)
– Share of results: Associates & JVs, net of tax	<b>171</b>	160	7
Profit before income tax expense	<b>1,271</b>	1,367	(7)
Net profit	<b>809</b>	793	2
Capital expenditure and equity investment	<b>1,290</b>	982	31
<b>At Year End</b> (\$\$ million)			
Shareholders' funds	<b>4,115</b>	3,815	8
Total assets	<b>11,753</b>	10,892	8
Net debt / (cash)	<b>(811)</b>	(1,745)	(54)
Operating cash flow	<b>975</b>	1,702	(43)
Free cash flow	<b>866</b>	1,684	(49)
<b>Per Share</b>			
Earnings (cents)	<b>45.32</b>	44.44	2
Net assets (\$\$)	<b>2.31</b>	2.13	8
Net ordinary dividends (including bonus dividends) (cents)	<b>17.00</b>	17.00	–
<b>Financial Ratios</b>			
Return on equity (%)	<b>20.4</b>	22.2	(8)
Return on total assets (%)	<b>10.7</b>	12.2	(12)
Interest cover (times)	<b>20.3</b>	24.2	(16)
Net gearing (times)	<b>Net cash</b>	Net cash	NM
Economic value added (\$\$ million)	<b>728</b>	809	(10)

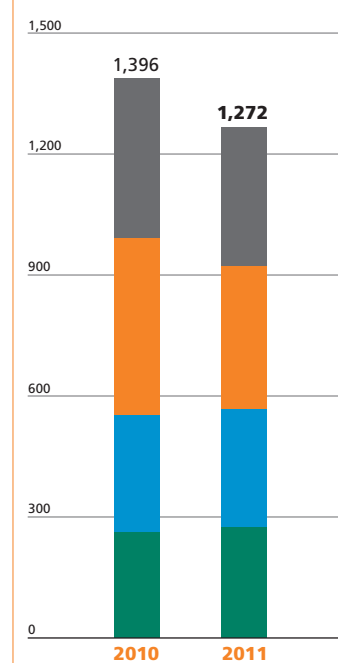
## Group Quarterly Performance (\$\$ million)

	1Q	2Q	2011 3Q	4Q	Total	1Q	2Q	2010 3Q	4Q	Total
Turnover	<b>2,003</b>	<b>2,166</b>	<b>2,632</b>	<b>2,246</b>	<b>9,047</b>	2,406	2,135	2,154	2,069	8,764
Earnings before interest, tax, depreciation and amortisation	<b>297</b>	<b>309</b>	<b>362</b>	<b>368</b>	<b>1,336</b>	285	308	464	421	1,478
Profit from operations	<b>275</b>	<b>296</b>	<b>355</b>	<b>346</b>	<b>1,272</b>	263	292	444	397	1,396
– Earnings before interest and tax	<b>240</b>	<b>253</b>	<b>304</b>	<b>304</b>	<b>1,101</b>	234	257	404	341	1,236
– Share of results: Associates & JVs, net of tax	<b>35</b>	<b>43</b>	<b>51</b>	<b>42</b>	<b>171</b>	29	35	40	56	160
Profit before income tax expense	<b>262</b>	<b>283</b>	<b>384</b>	<b>342</b>	<b>1,271</b>	267	288	377	435	1,367
Net profit	<b>160</b>	<b>175</b>	<b>222</b>	<b>252</b>	<b>809</b>	159	161	244	229	793
Earnings per share (cents)	<b>8.95</b>	<b>9.80</b>	<b>12.45</b>	<b>14.12</b>	<b>45.32</b>	8.91	9.04	13.69	12.80	44.44

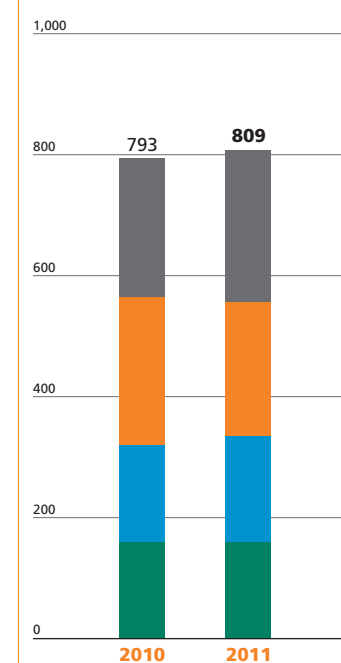
### Turnover (\$\$ million)



### PFO (\$\$ million)



### Net Profit (\$\$ million)



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