

Consolidated Statement of Changes in Equity

Year ended December 31, 2025

	Attributable to owners of the Company										Non-controlling interests	Total equity
	Share capital	Reserve for own shares	Foreign currency translation reserve	Capital reserve	Merger reserve	Share-based payments reserve	Fair value reserve	Hedging reserve	Revenue reserve	Total		
<i>(\$ million)</i>												
Group												
At January 1, 2025, as previously stated	566	(24)	(634)	(97)	29	(37)	37	50	5,471	5,361	298	5,659
Impact of change in accounting policy	–	–	1	–	–	–	–	–	79	80	12	92
At January 1, 2025, as restated	566	(24)	(633)	(97)	29	(37)	37	50	5,550	5,441	310	5,751
Total comprehensive income for the year												
Profit for the year	–	–	–	–	–	–	–	–	984	984	36	1,020
Other comprehensive income												
Foreign currency translation differences for foreign operations	–	–	(284)	–	–	–	–	–	–	(284)	(17)	(301)
Exchange differences on monetary items forming part of net investment in foreign operations	–	–	1	–	–	–	–	–	–	1	–	1
Net change in fair value of cash flow hedges	–	–	–	–	–	–	–	(69)	–	(69)	(2)	(71)
Net change in fair value of cash flow hedges reclassified to profit or loss	–	–	–	–	–	–	–	(15)	–	(15)	–	(15)
Net change in fair value of financial assets at fair value through other comprehensive income	–	–	–	–	–	–	5	–	–	5	–	5
Realisation of reserves upon disposal / liquidation of investments	–	–	21	112	–	(1)	–	–	(110)	22	(2)	20
Transfer of reserves	–	–	–	(1)	–	1	–	–	*	–	–	–
Defined benefit plan actuarial gains and losses	–	–	–	–	–	–	–	–	3	3	*	3
Share of other comprehensive income of associates and joint ventures	–	–	–	*	–	–	*	(18)	–	(18)	–	(18)
Total other comprehensive income for the year	–	–	(262)	111	–	–	5	(102)	(107)	(355)	(21)	(376)
Total comprehensive income for the year	–	–	(262)	111	–	–	5	(102)	877	629	15	644
Transactions with owners of the Company, recognised directly in equity												
Share issuance	–	–	–	–	–	–	–	–	–	–	5	5
Acquisition of subsidiaries	–	–	–	–	–	–	–	–	–	–	9	9
Acquisition of non-controlling interests	–	–	*	1	–	–	–	*	2	3	(3)	–
Share-based payments	–	–	–	–	–	26	–	–	–	26	–	26
Purchase of treasury shares	–	(70)	–	–	–	–	–	–	–	(70)	–	(70)
Treasury shares transferred to employees	–	38	–	–	–	(38)	–	–	–	–	–	–
Cash settlement of PSP and RSP (Note B6) at the discretion of the Company	–	–	–	–	–	(24)	–	–	–	(24)	–	(24)
Dividend paid / payable to owners (Note C4)	–	–	–	–	–	–	–	–	(462)	(462)	–	(462)
Dividend paid / payable to non-controlling interests	–	–	–	–	–	–	–	–	–	–	(13)	(13)
Total transactions with owners	–	(32)	*	1	–	(36)	–	–	(460)	(527)	(2)	(529)
At December 31, 2025	566	(56)	(895)	15	29	(73)	42	(52)	5,967	5,543	323	5,866

The accompanying notes form an integral part of these financial statements.

Consolidated Statement of Changes in Equity

Year ended December 31, 2025

(\$ million)	Attributable to owners of the Company									Non-controlling interests	Total equity	
	Share capital	Reserve for own shares	Foreign currency translation reserve	Capital reserve	Merger reserve	Share-based payments reserve	Fair value reserve	Hedging reserve	Revenue reserve			Total
Group												
At January 1, 2024, as previously stated	566	(40)	(672)	(93)	29	(9)	36	45	4,726	4,588	284	4,872
Impact of change in accounting policy	–	–	(1)	–	–	–	–	–	74	73	10	83
At January 1, 2024, as restated	566	(40)	(673)	(93)	29	(9)	36	45	4,800	4,661	294	4,955
Total comprehensive income for the year												
Profit for the year, restated	–	–	–	–	–	–	–	–	1,016	1,016	27	1,043
Other comprehensive income												
Foreign currency translation differences for foreign operations	–	–	32	–	–	–	–	–	–	32	3	35
Exchange differences on monetary items forming part of net investment in foreign operations	–	–	1	–	–	–	–	–	–	1	–	1
Net change in fair value of cash flow hedges	–	–	–	–	–	–	–	12	–	12	*	12
Net change in fair value of cash flow hedges reclassified to profit or loss	–	–	–	–	–	–	–	(30)	–	(30)	–	(30)
Net change in fair value of financial assets at fair value through other comprehensive income	–	–	–	–	–	–	1	–	–	1	–	1
Realisation of reserves upon disposal of associates	–	–	7	(1)	–	–	–	–	(8)	(2)	–	(2)
Transfer of reserves	–	–	–	(1)	–	–	–	–	1	–	–	–
Net change in fair value of cash flow hedges reclassified to cost of investment of / loan to a subsidiary	–	–	–	–	–	–	–	5	–	5	–	5
Defined benefit plan actuarial gains and losses	–	–	–	–	–	–	–	–	(7)	(7)	–	(7)
Share of other comprehensive income of associates and joint ventures	–	–	–	*	–	–	*	18	–	18	–	18
Total other comprehensive income for the year	–	–	40	(2)	–	–	1	5	(14)	30	3	33
Total comprehensive income for the year, restated	–	–	40	(2)	–	–	1	5	1,002	1,046	30	1,076
Transactions with owners of the Company, recognised directly in equity												
Share issuance	–	–	–	–	–	–	–	–	–	–	9	9
Share-based payments	–	–	–	–	–	24	–	–	–	24	–	24
Purchase of treasury shares	–	(19)	–	–	–	–	–	–	–	(19)	–	(19)
Treasury shares transferred to employees	–	35	–	–	–	(35)	–	–	–	–	–	–
Cash settlement of PSP and RSP (Note B6) at the discretion of the Company	–	–	–	–	–	(17)	–	–	–	(17)	–	(17)
Acquisition of non-controlling interests	–	–	–	(2)	–	–	–	–	(2)	(4)	(6)	(10)
Dividend paid / payable to owners (Note C4)	–	–	–	–	–	–	–	–	(250)	(250)	–	(250)
Dividend paid / payable to non-controlling interests	–	–	–	–	–	–	–	–	–	–	(17)	(17)
Total transactions with owners	–	16	–	(2)	–	(28)	–	–	(252)	(266)	(14)	(280)
At December 31, 2024, as restated	566	(24)	(633)	(97)	29	(37)	37	50	5,550	5,441	310	5,751

The accompanying notes form an integral part of these financial statements.