

## GROUP FINANCIAL HIGHLIGHTS

## GROUP QUARTERLY/HALF-YEARLY RESULTS (\$ million)

	2020			2019				
	1H	2H	Total	1Q	2Q	3Q	4Q	Total
Revenue	3,182	3,392	6,574	1,531	1,784	2,067	2,198	7,580
EBITDA	52	370	422	389	262	289	312	1,252
Operating (loss)/profit	(149)	157	8	322	160	183	212	877
(Loss)/Profit before tax	(357)	102	(255)	283	206	227	238	954
Attributable (loss)/profit	(537)	31	(506)	203	153	159	192	707
(Loss)/Earnings per share (cents)	(29.5)	1.7	(27.8)	11.2	8.4	8.8	10.5	38.9

	2020	2019	% Change
<b>For the year</b> (\$ million)			
Revenue	6,574	7,580	-13
Profit			
EBITDA	422	1,252	-66
Operating	8	877	-99
Before tax	(255)	954	n.m.f.
Net (Loss)/Profit	(506)	707	n.m.f.
Operating cash flow	202	(825)	n.m.f.
Free cash flow*	497	(653)	n.m.f.
Economic Value Added (EVA)	(1,368)	188	n.m.f.
<b>Per share</b>			
(Loss)/Earnings (\$)	(0.28)	0.39	n.m.f.
Net assets (\$)	5.90	6.17	-4
Net tangible assets (\$)	5.02	5.25	-4
<b>At year-end</b> (\$ million)			
Shareholders' funds	10,728	11,211	-4
Non-controlling interests	428	435	-2
Total equity	11,156	11,646	-4
Net debt	10,123	9,874	3
Net gearing ratio (times)	0.91	0.85	7
<b>Return on shareholders' funds</b> (%)			
(Loss)/Profit before tax	(2.4)	7.9	n.m.f.
Net (Loss)/Profit	(4.6)	6.3	n.m.f.
<b>Shareholders' value</b>			
Distribution (cents per share)			
Interim dividend	3.0	8.0	-63
Final dividend	7.0	12.0	-42
Total distribution	10.0	20.0	-50
Share price (\$)	5.38	6.77	-21
Total shareholder return (%)	(18.6)	18.5	n.m.f.

\* Free cash flow excludes expansionary acquisitions & capital expenditure, and major divestments.

n.m.f. = No meaningful figure