

## Five-year summary

	2021 \$m	Restated 2020 \$m	Restated 2019 \$m	Restated 2018 \$m	Restated 2017 \$m
<b>Revenue</b>					
USA	21,478	18,857	18,358	16,670	15,193
Canada and Central Europe	1,314	1,083	1,371	1,514	1,543
Continuing operations	22,792	19,940	19,729	18,184	16,736
<b>Underlying trading profit<sup>1</sup></b>					
USA	2,073	1,587	1,508	1,406	1,224
Canada and Central Europe	76	43	76	83	71
Central and other costs	(50)	(38)	(45)	(60)	(54)
Continuing operations	2,099	1,592	1,539	1,429	1,241
Impact of IFRS 16	77	68	–	–	–
Amortization of acquired intangible assets	(131)	(114)	(110)	(65)	(81)
Exceptional items	(11)	(97)	(50)	(11)	267
<b>Operating profit</b>	2,034	1,449	1,379	1,353	1,427
Net finance costs	(144)	(140)	(74)	(53)	(54)
Share of profit/(loss) after tax of associates	1	(2)	2	2	(1)
Gain on disposal of interests in associates and other investments	–	7	3	–	–
Impairment of interests in associates	–	(22)	(9)	(122)	–
Profit before tax	1,891	1,292	1,301	1,180	1,372
Tax	(241)	(317)	(259)	(343)	(364)
Profit from continuing operations	1,650	975	1,042	837	1,008
(Loss)/profit from discontinued operations	(142)	(14)	66	430	(88)
Profit for the year attributable to shareholders of the Company	1,508	961	1,108	1,267	920
Ordinary dividends	(630)	(327)	(449)	(390)	(328)
Special dividends	(404)	–	–	(974)	–
Total dividends	(1,034)	(327)	(449)	(1,364)	(328)
<b>Net assets employed</b>					
Intangible fixed assets	2,303	2,242	2,079	1,716	1,413
Right of use assets	895	1,111	–	–	–
Property, plant and equipment	1,305	1,389	1,349	1,086	1,068
Other net assets, excluding liquid funds	2,752	1,996	2,117	2,336	2,768
	7,255	6,738	5,545	5,138	5,249
<b>Financed by</b>					
Share capital	30	30	30	45	45
Share premium	9	9	9	67	67
Retained earnings and other reserves	4,771	4,332	4,311	3,946	4,431
Equity attributable to shareholders of the Company	4,810	4,371	4,350	4,058	4,543
Net debt <sup>1</sup>	1,355	1,012	1,195	1,080	706
Lease liabilities	1,090	1,355	–	–	–
Net assets employed	7,255	6,738	5,545	5,138	5,249