

Five-year summary

| | 2020 \$m | 2019 \$m | 2018 \$m | 2017 \$m | 2016 \$m |
|---|--------------|--------------|--------------|--------------|--------------|
| Revenue | | | | | |
| USA | 18,857 | 18,358 | 16,670 | 15,193 | 13,808 |
| UK | 1,879 | 2,281 | 2,568 | 2,548 | 2,915 |
| Canada and Central Europe | 1,083 | 1,371 | 1,514 | 1,543 | 1,602 |
| Continuing operations | 21,819 | 22,010 | 20,752 | 19,284 | 18,325 |
| Underlying trading profit¹ | | | | | |
| USA | 1,587 | 1,508 | 1,406 | 1,224 | 1,132 |
| UK | 8 | 65 | 73 | 96 | 108 |
| Canada and Central Europe | 43 | 76 | 83 | 71 | 77 |
| Central and other costs | (35) | (43) | (55) | (50) | (66) |
| Continuing operations | 1,603 | 1,606 | 1,507 | 1,341 | 1,251 |
| Impact of IFRS 16 | 69 | – | – | – | – |
| Amortization of acquired intangible assets | (130) | (110) | (65) | (81) | (70) |
| Impairment of goodwill and acquired intangible assets | – | – | – | – | (125) |
| Exceptional items | (120) | (94) | (82) | 218 | (6) |
| Operating profit | 1,422 | 1,402 | 1,360 | 1,478 | 1,050 |
| Net finance costs | (144) | (74) | (53) | (54) | (71) |
| Share of (loss)/profit after tax of associates | (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 | 1,261 | 1,324 | 1,187 | 1,423 | 979 |
| Tax | (307) | (263) | (346) | (370) | (307) |
| Profit from continuing operations | 954 | 1,061 | 841 | 1,053 | 672 |
| Profit/(loss) from discontinued operations | 7 | 47 | 426 | (133) | 159 |
| Profit for the year attributable to shareholders of the Company | 961 | 1,108 | 1,267 | 920 | 831 |
| Ordinary dividends | (327) | (449) | (390) | (328) | (350) |
| Special dividend | – | – | (974) | – | – |
| Total dividends | (327) | (449) | (1,364) | (328) | (350) |
| Net assets employed | | | | | |
| Intangible fixed assets | 2,242 | 2,079 | 1,716 | 1,413 | 1,460 |
| Right of use assets | 1,111 | – | – | – | – |
| Property, plant and equipment | 1,389 | 1,349 | 1,086 | 1,068 | 1,897 |
| Other net assets, excluding liquid funds | 1,996 | 2,117 | 2,336 | 2,768 | 1,721 |
| | 6,738 | 5,545 | 5,138 | 5,249 | 5,078 |
| Financed by | | | | | |
| Share capital | 30 | 30 | 45 | 45 | 45 |
| Share premium | 9 | 9 | 67 | 67 | 67 |
| Retained earnings and other reserves | 4,332 | 4,311 | 3,946 | 4,431 | 3,728 |
| Equity attributable to shareholders of the Company | 4,371 | 4,350 | 4,058 | 4,543 | 3,840 |
| Net debt ¹ | 1,012 | 1,195 | 1,080 | 706 | 1,238 |
| Lease liabilities | 1,355 | – | – | – | – |
| Net assets employed | 6,738 | 5,545 | 5,138 | 5,249 | 5,078 |