## A very successful year

- Profit before tax up 39 per cent.
- Net revenue up 13 per cent to \$5.37 billion.
- Normalised Earnings Per Share up 40 per cent.
- Normalised Return on Equity increased to 20.1 per cent.
- Expanded in key markets China, South Korea, India and Indonesia.

Unless another currency is specified, the word 'dollar' or symbol '\$' in this document means United States dollar.

- 1 Strategic Highlights
- 2 Group at a Glance
- Chairman's Statement
- 6 Group Chief Executive's Review
- 18 Our People
- 20 Our Approach to Corporate Responsibility
- 26 Financial Review
- 43 Senior Management
- 44 Board of Directors
- 46 Report of the Directors
- 48 Corporate Governance
- 54 Directors' Remuneration Report
- 68 Directors' Responsibility Statement
- 69 Independent Auditor's Report
- 70 Consolidated Profit and Loss Account
- 71 Consolidated Balance Sheet
- 72 Consolidated Statement of Total Recognised Gains and Losses
- 72 Note of Consolidated Historical Cost Profits and Losses
- 73 Consolidated Cash Flow Statement
- 74 Company Balance Sheet
- 75 Principal Accounting Policies
- 77 Notes to the Accounts
- 121 Supplementary Financial Information
- 125 Principal Group Addresses
- 127 Shareholder Information









