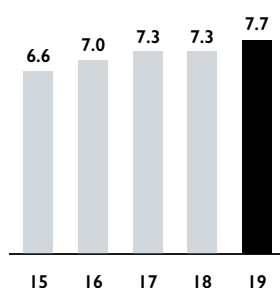


Group Financial Record

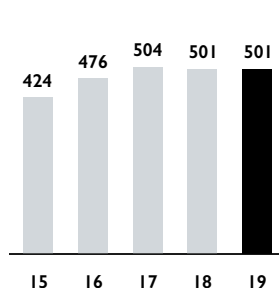
Revenue* (bn)



£7.7bn

REVENUE IN 2019

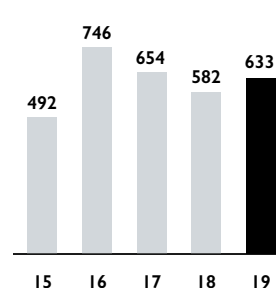
Adjusted PBITA* (m)



£501m

ADJUSTED PBITA DEFINED AS PROFIT BEFORE INTEREST, TAX AND AMORTISATION AND EXCLUDING SPECIFIC AND OTHER SEPARATELY DISCLOSED ITEMS IN 2019

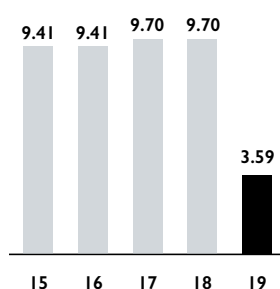
Operating cash flow* (m)



£633m

OPERATING CASH FLOW IN 2019

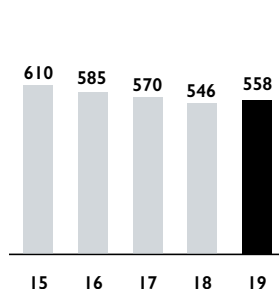
Dividend (pence per share)



3.59p**

TOTAL DIVIDEND PER SHARE FOR 2019

Employees ('000)



558,000

INCLUDING JOINT VENTURES AND BUSINESSES SUBJECT TO THE CONVENTIONAL CASH DISPOSAL

* Underlying revenue, Adjusted PBITA and operating cash flow are Alternative Performance Measures (APMs) as described on pages 52 and 53 and exclude results from disposed businesses, onerous contracts and specific and other separately disclosed items, but include the results from the businesses subject to the conventional cash disposal. A reconciliation between underlying results and statutory results is provided on page 62.

** The board concluded that the uncertainty relating to Covid-19 and its impact on economic activity in our key markets meant it was in the best interests of all stakeholders not to recommend the payment of a final 2019 dividend at the forthcoming AGM.