

# Five-year summary

## Profit and Loss\*

	2024 US\$m	2023 US\$m	2022 US\$m	2021 US\$m	2020 US\$m
Revenue	<b>35,779</b>	36,049	37,496	35,862	32,647
(Loss)/profit attributable to shareholders	<b>(468)</b>	686	354	1,881	(394)
Underlying profit attributable to shareholders	<b>1,471</b>	1,661	1,584	1,513	1,085
(Loss)/earnings per share (US\$)	<b>(1.61)</b>	2.37	1.22	6.01	(1.07)
Underlying earnings per share (US\$)	<b>5.07</b>	5.74	5.49	4.83	2.95
Dividends per share (US\$)	<b>2.25</b>	2.25	2.15	2.00	1.72

## Balance Sheet\*

	2024 US\$m	2023 <sup>#</sup> US\$m	2022 US\$m	2021 US\$m	2020 US\$m
Total assets excluding right-of-use assets	<b>82,755</b>	86,403	84,894	87,215	88,758
Right-of-use assets	<b>4,024</b>	4,080	4,184	4,274	4,768
Total assets	<b>86,779</b>	90,483	89,078	91,489	93,526
Total liabilities excluding total lease liabilities	<b>(29,945)</b>	(30,832)	(29,095)	(29,287)	(26,793)
Total lease liabilities	<b>(3,514)</b>	(3,720)	(3,723)	(3,834)	(3,890)
Total liabilities	<b>(33,459)</b>	(34,552)	(32,818)	(33,121)	(30,683)
Total equity	<b>53,320</b>	55,931	56,260	58,368	62,843
Shareholders' funds	<b>27,880</b>	29,010	28,850	29,781	29,387
Net borrowings (excluding net borrowings of financial services companies)	<b>7,320</b>	8,372	7,515	6,635	3,720
Net asset value per share (US\$)	<b>95.51</b>	100.31	99.55	102.87	81.32

## Cash Flow

	2024 US\$m	2023 <sup>#</sup> US\$m	2022 US\$m	2021 US\$m	2020 US\$m
Cash flows from operating activities	<b>4,999</b>	4,584	4,825	5,076	5,275
Cash flows from investing activities	<b>(971)</b>	(2,463)	(2,593)	231	(1,134)
Net cash flow before financing	<b>4,028</b>	2,121	2,232	5,307	4,141
Net cash flow after principal elements of lease payments	<b>3,151</b>	1,265	1,357	4,413	3,179
Cash flow per share from operating activities (US\$)	<b>17.24</b>	15.83	16.71	16.22	14.32

<sup>#</sup> Figures in 2023 have been restated due to reclassification of certain amounts payable to associates and joint ventures previously included in associates and joint ventures to creditors (*refer notes 15 and 31*).

\* Figures in 2022 have been restated due to changes in accounting policies upon adoption of IFRS 17 Insurance Contracts.