



Delivering sustainable value throughout the year

Our business model

In line with best practice for reporting, we report on the six capitals that together provide a true picture of value across the group: financial capital, human capital, manufactured capital, intellectual capital, social and relationship capital, and natural capital.

Input



Financial funds and assets used to invest and develop our operations.



Skills owned by our employees.

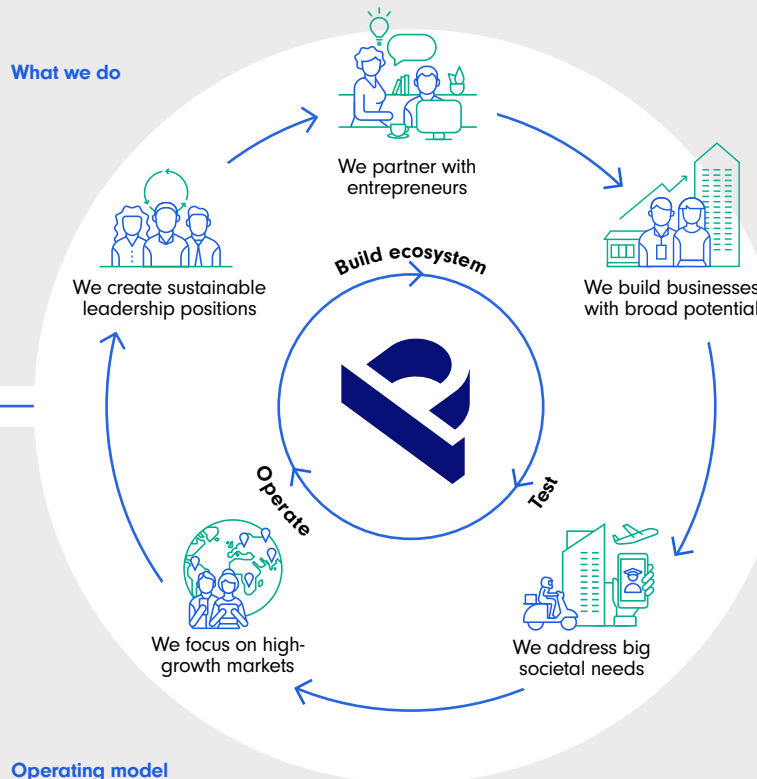


All investments in facilities and technologies across the group.

How we add value

We pursue growth by building leading companies that empower people and enrich communities.

What we do



Operating model



Underpinned by our active capital allocation and strategy

We ensure we optimise our portfolio for growth and competitiveness.

The value we create



We deliver long-term shareholder value through disciplined capital allocation and robust financial performance.



We create a working place with a fair and inclusive culture and development opportunities for all our employees.



We provide innovative platforms and services to customers globally.

Group contribution to SDGs

We align our value creation to the UN Sustainable Development Goals.

Read more on page 61

Global trends

As we enter a new decade, we see three key trends shaping our world:

- The ongoing rise of Asia and other growth markets.
- Technology entering a deployment phase.
- The growing importance of responsible tech for the good of society.

Read more on page 26

Stakeholders' views

We listen to our stakeholders.

By engaging with them and understanding their perspective, we allow feedback on our strategy and performance and align our future operations to answer their legitimate needs and interests.

Read more on page 29



Ideas, source code, domains, know-how and knowledge we create, own and protect.



Relationships we build with customers, communities and trade organisations.



Natural resources we have an impact on, such as energy, water and climate.



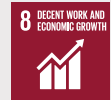
Through our intellectual property, we drive change and innovation within the industry.



We treat our partners fairly and drive high social value in our operations.



We seek to minimise our impact on the environment and to play our part in addressing issues, including climate change and the responsible use of natural resources.

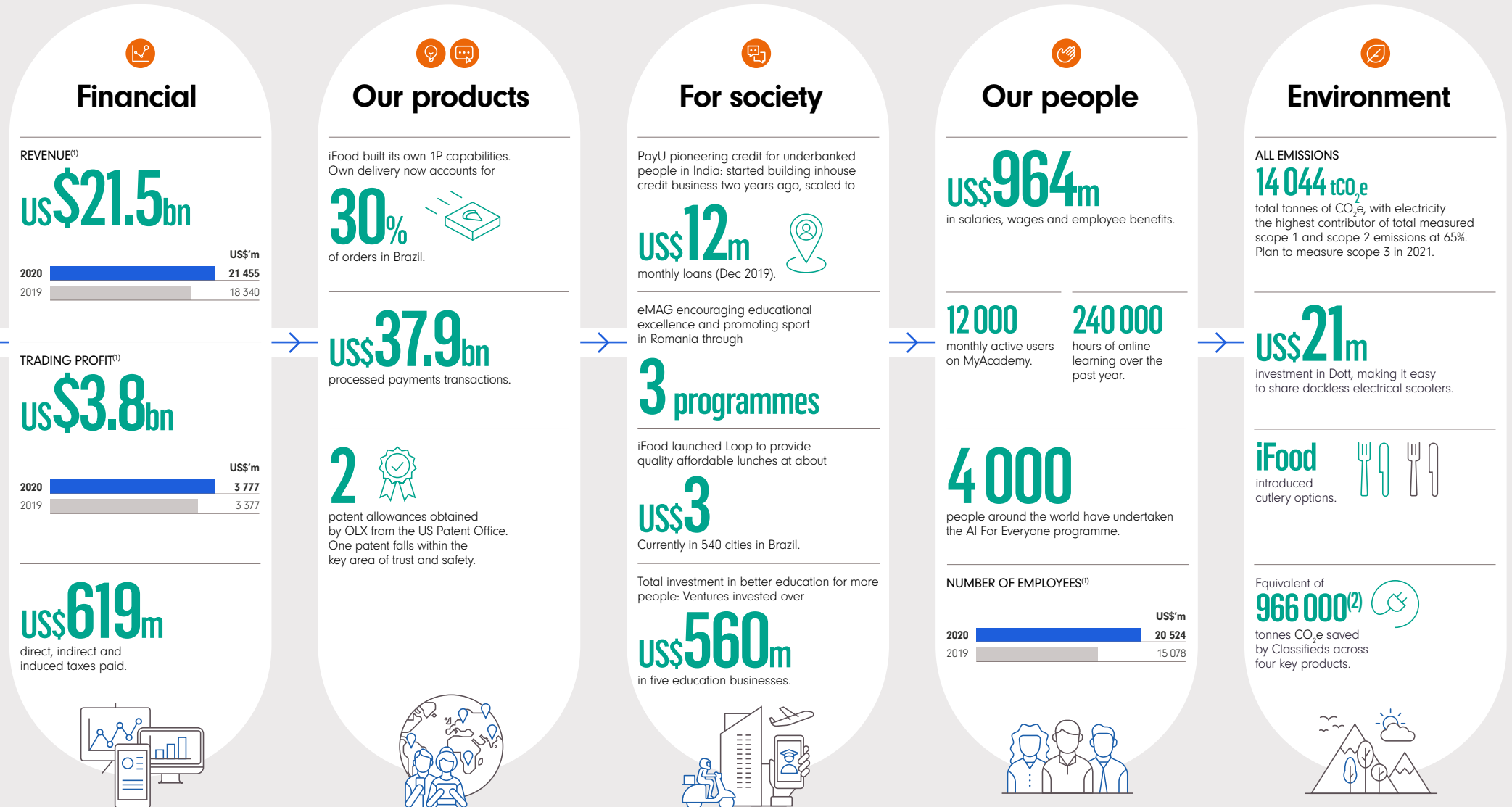


Read more on page 32



Value creation this year

We create value for key stakeholders through our business model, drawing on our pool of six capitals and in line with the UN Sustainable Development Goals (SDGs). In this section we highlight the value we created this year for our different stakeholders.



⁽¹⁾ Presented on an economic-interest basis and from continuing operations.
⁽²⁾ For the period 1 January 2019 to 31 December 2019.