

# Five-year summary

	2013 £m	2012 £m	2011 £m	2010 £m	2009 £m
<b>Income statement</b>					
Billings <sup>1</sup>	46,209.3	44,405.3	44,791.8	42,683.6	37,919.4
Revenue	11,019.4	10,373.1	10,021.8	9,331.0	8,684.3
Gross profit	10,076.1	9,514.8	9,238.5	8,560.5	7,980.7
Operating profit	1,410.3	1,241.1	1,192.2	973.0	761.7
Headline EBITDA <sup>2</sup>	1,896.3	1,755.7	1,640.5	1,439.0	1,243.0
Headline PBIT <sup>2</sup>	1,661.6	1,531.0	1,429.0	1,228.7	1,017.2
Profit before taxation	1,295.8	1,091.9	1,008.4	851.3	662.6
Headline PBT <sup>2</sup>	1,458.0	1,317.1	1,229.1	1,033.6	812.2
Profit for the year	1,012.1	894.7	916.5	661.0	506.9
<b>Balance sheet</b>					
Non-current assets	13,255.2	13,452.9	13,406.2	13,087.6	12,756.2
Net current liabilities	(22.0)	(671.9)	(508.6)	(817.3)	(971.0)
Non-current trade and other payables	(820.2)	(887.3)	(932.6)	(870.4)	(908.8)
Provisions for liabilities and charges (including provisions for post-employment benefits)	(395.2)	(472.2)	(436.3)	(403.1)	(404.7)
Net assets	7,846.5	7,060.6	6,894.3	6,647.9	6,075.7
Net debt	(2,240.4)	(2,821.2)	(2,464.8)	(1,888.4)	(2,640.4)
Average net debt	(2,988.7)	(3,202.5)	(2,811.0)	(3,056.0)	(3,448.0)
	2013	2012	2011	2010	2009
<b>Our people</b>					
Revenue per employee (£000)	94.1	90.6	91.1	92.0	82.5
Gross profit per employee (£000)	86.0	83.1	84.0	84.4	75.8
Staff cost per employee (£000)	55.3	53.3	53.4	53.6	48.6
Average headcount	117,115	114,490	109,971	101,387	105,318
<b>Share information</b>					
Headline <sup>3</sup> – basic earnings per share	84.1p	77.7p	71.0p	59.3p	45.1p
– diluted earnings per share	80.8p	73.4p	67.7p	56.7p	44.4p
Reported – basic earnings per share	72.4p	66.2p	67.6p	47.5p	35.9p
– diluted earnings per share	69.6p	62.8p	64.5p	45.9p	35.3p
Dividends per share <sup>4</sup>	34.21p	28.51p	24.60p	17.79p	15.47p
Share price – high	1,383.0p	894.5p	846.5p	795.0p	614.5p
– low	905.5p	669.0p	578.0p	572.5p	353.0p
Market capitalisation at year-end (£m)	18,612.5	11,236.8	8,554.4	9,982.4	7,658.3

## Notes

<sup>1</sup> Billings is defined on page 246.

<sup>2</sup> The calculation of 'headline' measures of performance (including headline EBITDA, headline PBIT and headline PBT) is set out in note 31 of the financial statements.

<sup>3</sup> Headline earnings per share for 2013, 2012 and 2011 is set out in note 9 of the financial statements.

<sup>4</sup> Dividends per share represents the dividends declared in respect of each year.

The information on this page is unaudited.