

# Five-year summary

	2014 £m	2013 £m	2012 £m	2011 £m	2010 £m
<b>Income statement</b>					
Billings <sup>1</sup>	46,186.3	46,209.3	44,405.3	44,791.8	42,683.6
Revenue	11,528.9	11,019.4	10,373.1	10,021.8	9,331.0
Net sales <sup>1</sup>	10,064.8	10,076.1	9,514.8	9,238.5	8,560.5
Operating profit	1,507.3	1,410.3	1,241.1	1,192.2	973.0
Headline EBITDA <sup>2</sup>	1,909.5	1,896.3	1,755.7	1,640.5	1,439.0
Headline PBIT <sup>2</sup>	1,680.6	1,661.6	1,531.0	1,429.0	1,228.7
Profit before taxation	1,451.9	1,295.8	1,091.9	1,008.4	851.3
Headline PBT <sup>2</sup>	1,512.6	1,458.0	1,317.1	1,229.1	1,033.6
Profit for the year	1,151.5	1,012.1	894.7	916.5	661.0
Net sales margin <sup>2</sup>	16.7%	16.5%	16.1%	15.5%	14.4%
<b>Balance sheet</b>					
Non-current assets	14,238.2	13,255.2	13,452.9	13,406.2	13,087.6
Net current liabilities	(80.2)	(22.0)	(671.9)	(508.6)	(817.3)
Net assets	7,826.8	7,846.5	7,060.6	6,894.3	6,647.9
Net debt	(2,275.4)	(2,240.4)	(2,821.2)	(2,464.8)	(1,888.4)
Average net debt	(3,000.8)	(2,988.7)	(3,202.5)	(2,811.0)	(3,056.0)
	2014	2013	2012	2011	2010
<b>Our people</b>					
Revenue per employee (£000)	95.0	94.1	90.6	91.1	92.0
Net sales per employee (£000)	82.9	86.0	83.1	84.0	84.4
Staff cost per employee (£000)	53.1	55.3	53.3	53.4	53.6
Average headcount	121,397	117,115	114,490	109,971	101,387
<b>Share information</b>					
Headline <sup>3</sup> – basic earnings per share	86.9p	84.1p	77.7p	71.0p	59.3p
– diluted earnings per share	84.9p	80.8p	73.4p	67.7p	56.7p
Reported – basic earnings per share	82.4p	72.4p	66.2p	67.6p	47.5p
– diluted earnings per share	80.5p	69.6p	62.8p	64.5p	45.9p
Dividends per share <sup>4</sup>	38.20p	34.21p	28.51p	24.60p	17.79p
Dividend pay-out ratio on headline diluted earnings per share	45%	42%	39%	36%	31%
Share price – high	1,383.0p	1,383.0p	894.5p	846.5p	795.0p
– low	1,117.0p	905.5p	669.0p	578.0p	572.5p
Market capitalisation at year-end (£m)	17,831.3	18,612.5	11,236.8	8,554.4	9,982.4

## Notes

<sup>1</sup> Billings and net sales are defined on page 238.

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

<sup>3</sup> Headline earnings per share for 2014, 2013 and 2012 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.