

# Five-year summary

	2016 £m	2015 £m	2014 £m	2013 £m	2012 £m
<b>Income statement</b>					
Billings <sup>1</sup>	55,245.2	47,631.9	46,186.3	46,209.3	44,405.3
Revenue	14,388.9	12,235.2	11,528.9	11,019.4	10,373.1
Net sales <sup>1</sup>	12,397.8	10,524.3	10,064.8	10,076.1	9,514.8
Operating profit	2,063.1	1,632.0	1,507.3	1,410.3	1,241.1
Headline EBITDA <sup>2</sup>	2,419.7	2,002.4	1,909.5	1,896.3	1,755.7
Headline PBIT <sup>2</sup>	2,160.3	1,774.0	1,680.6	1,661.6	1,531.0
Profit before taxation	1,890.5	1,492.6	1,451.9	1,295.8	1,091.9
Headline PBT <sup>2</sup>	1,986.2	1,622.3	1,512.6	1,458.0	1,317.1
Profit for the year	1,501.6	1,245.1	1,151.5	1,012.1	894.7
Net sales margin <sup>2</sup>	17.4%	16.9%	16.7%	16.5%	16.1%
<b>Balance sheet</b>					
Non-current assets <sup>3</sup>	19,125.3	15,373.8	14,107.3	13,225.3	13,452.9
Net current liabilities <sup>4</sup>	(1,322.2)	(840.1)	(521.4)	(384.6)	(1,047.2)
Net assets	9,767.6	8,015.8	7,826.8	7,846.5	7,060.6
Net debt	(4,130.5)	(3,210.8)	(2,275.4)	(2,240.4)	(2,821.2)
Average net debt	(4,340.5)	(3,562.3)	(3,000.8)	(2,988.7)	(3,202.5)
	2016	2015	2014	2013	2012
<b>Our people</b>					
Revenue per employee (£000)	108.5	97.9	95.0	94.1	90.6
Net sales per employee (£000)	93.5	84.2	82.9	86.0	83.1
Staff cost per employee (£000)	58.7	53.3	53.1	55.3	53.3
Average headcount	132,657	124,930	121,397	117,115	114,490
<b>Share information</b>					
Headline <sup>5</sup> – basic earnings per share	114.8p	95.4p	86.9p	84.1p	77.7p
– diluted earnings per share	113.2p	93.6p	84.9p	80.8p	73.4p
Reported – basic earnings per share	109.6p	90.0p	82.4p	72.4p	66.2p
– diluted earnings per share	108.0p	88.4p	80.5p	69.6p	62.8p
Dividends per share <sup>6</sup>	56.60p	44.69p	38.20p	34.21p	28.51p
Dividend payout ratio on headline diluted earnings per share	50%	48%	45%	42%	39%
Share price – high	1,850.0p	1,611.0p	1,383.0p	1,383.0p	894.5p
– low	1,338.0p	1,304.0p	1,117.0p	905.5p	669.0p
Market capitalisation at year-end (£m)	23,260.3	20,236.9	17,831.3	18,612.5	11,236.8

## Notes

<sup>1</sup> Billings and net sales are defined on page 234.

<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> Prior year balance sheets in 2014 and 2013 have been restated to reduce both the deferred tax assets and deferred tax liabilities, by a corresponding amount. No restatement was required in 2012.

<sup>4</sup> Prior year balance sheets in 2014, 2013 and 2012 have been restated to reclassify all income tax creditors from non-current liabilities to current liabilities.

<sup>5</sup> Headline earnings per share for 2016, 2015 and 2014 is set out in note 9 of the financial statements.

<sup>6</sup> Dividends per share represents the dividends declared in respect of each year.

The information on this page is unaudited.