

## FIVE-YEAR SUMMARY

	2018 £m	2017 <sup>1</sup> £m	2016 <sup>1</sup> £m	2015 £m	2014 £m
<b>Income statement</b>					
Billings <sup>2</sup>	55,798.3	55,585.4	55,278.0	47,631.9	46,186.3
Revenue	15,602.4	15,804.2	14,887.3	12,235.2	11,528.9
Revenue less pass-through costs <sup>2</sup>	12,826.6	13,169.6	12,428.6	10,524.3	10,064.8
Operating profit	1,431.4	1,908.2	2,063.1	1,632.0	1,507.3
Headline EBITDA <sup>3</sup>	2,311.1	2,534.1	2,419.7	2,002.4	1,909.5
Headline PBIT <sup>3</sup>	2,047.3	2,267.1	2,160.3	1,774.0	1,680.6
Profit before taxation	1,463.3	2,109.3	1,890.5	1,492.6	1,451.9
Headline PBT <sup>3</sup>	1,862.8	2,092.5	1,986.2	1,622.3	1,512.6
Profit for the year	1,139.4	1,912.3	1,501.6	1,245.1	1,151.5
Headline PBIT margin <sup>3</sup>	16.0%	17.2%	17.4%	16.9%	16.7%
<b>Balance sheet</b>					
Non-current assets	17,924.3	18,506.0	19,125.3	15,373.8	14,107.3
Net current liabilities	(666.0)	(357.7)	(1,328.1)	(840.1)	(521.4)
Net assets	9,806.6	9,956.1	9,761.7	8,015.8	7,826.8
Net debt	(4,016.7)	(4,483.1)	(4,130.5)	(3,210.8)	(2,275.4)
Average net debt	(4,965.6)	(5,142.7)	(4,340.5)	(3,562.3)	(3,000.8)
	2018	2017	2016	2015	2014
<b>Our people</b>					
Revenue per employee (£000)	116.5	117.6	112.2	97.9	95.0
Revenue less pass-through costs <sup>2</sup> per employee (£000)	95.8	98.0	93.7	84.2	82.9
Staff cost per employee (£000)	61.0	61.9	58.7	53.3	53.1
Average headcount	133,903	134,428	132,657	124,930	121,397
<b>Share information</b>					
Headline <sup>4</sup> – basic earnings per share	109.2p	121.8p	114.8p	95.4p	86.9p
– diluted earnings per share	108.0p	120.4p	113.2p	93.6p	84.9p
Reported – basic earnings per share	85.2p	144.0p	109.6p	90.0p	82.4p
– diluted earnings per share	84.3p	142.4p	108.0p	88.4p	80.5p
Dividends per share <sup>5</sup>	60.00p	60.00p	56.60p	44.69p	38.20p
Dividend payout ratio on headline diluted earnings per share	56%	50%	50%	48%	45%
Share price – high	1,471.0p	1,921.0p	1,850.0p	1,611.0p	1,383.0p
– low	805.0p	1,253.0p	1,338.0p	1,304.0p	1,117.0p
Market capitalisation at year-end (£m)	10,682.6	17,029.8	23,260.3	20,236.9	17,831.3

**Notes**

<sup>1</sup> 2017 and 2016 figures have been restated for the adoption of IFRS 15: Revenue from Contracts with Customers as described in the accounting policies. No restatement has been made in 2015 or 2014.

<sup>2</sup> Billings and revenue less pass-through costs are defined on pages 178 and 179.

<sup>3</sup> The calculation of 'headline' measures of performance (including headline EBITDA, headline PBIT, headline PBIT margin and headline PBT) is set out in note 29 of the financial statements. Headline PBIT margin was previously referred to as revenue less pass-through costs margin.

<sup>4</sup> Headline earnings per share for 2018, 2017 and 2016 is set out in note 9 of the financial statements.

<sup>5</sup> Dividends per share represents the dividends declared in respect of each year.

The information on this page is unaudited.