

## FIVE-YEAR SUMMARY

### Continuing operations

	2021 £m	2020 <sup>1</sup> £m	2019 <sup>1</sup> £m	2018 £m	2017 £m
<b>Income statement</b>					
Billings <sup>2</sup>	50,656.8	46,917.8	53,059.0	53,219.7	52,915.4
Revenue	12,801.1	12,002.8	13,234.1	13,046.7	13,146.4
Revenue less pass-through costs <sup>2</sup>	10,397.2	9,762.0	10,846.5	10,875.7	11,143.9
Operating profit/(loss)	1,229.0	(2,278.1)	1,295.9	1,245.3	1,577.9
Headline EBITDA <sup>3</sup>	2,023.6	1,812.5	2,131.4	1,932.5	2,099.6
Headline operating profit <sup>3</sup>	1,493.5	1,260.5	1,560.6	1,651.2	1,793.1
Profit/(loss) before taxation	950.8	(2,790.6)	1,214.3	1,019.3	1,894.0
Headline PBT <sup>3</sup>	1,365.4	1,041.3	1,363.0	1,543.0	1,717.6
Profit/(loss) for the year	720.7	(2,917.7)	927.1	763.3	1,811.0
Headline operating profit margin <sup>3</sup>	14.4%	12.9%	14.4%	15.2%	16.1%
<b>Balance sheet</b>					
Non-current assets	12,535.2	12,185.4	15,826.7	17,854.1	18,427.7
Net current (liabilities)/assets	(1,149.8)	754.6	(298.4)	(649.5)	(356.1)
Net assets	4,069.0	5,050.1	8,297.3	9,784.3	9,960.5
Adjusted net debt	(901.1)	(695.6)	(1,539.6)	(4,016.7)	(4,483.1)
Average adjusted net debt	(1,565.1)	(2,331.0)	(4,282.0)	(4,965.6)	(5,142.7)
	2021	2020 <sup>1</sup>	2019 <sup>1</sup>	2018	2017
<b>Our people</b>					
Revenue per employee (£000)	122.1	116.7	124.3	123.0	123.5
Revenue less pass-through costs <sup>2</sup> per employee (£000)	99.2	94.9	101.8	102.5	104.7
Staff cost per employee (£000)	68.4	63.8	66.6	65.5	66.4
Average headcount	104,808	102,822	106,498	106,090	106,414
<b>Share information</b>					
Headline <sup>4</sup> – basic earnings per share from continuing operations	79.9p	60.7p	77.8p	92.4p	104.2p
– diluted earnings per share from continuing operations	78.5p	60.1p	77.1p	91.4p	103.0p
Reported – basic earnings per share from continuing operations	53.4p	(243.0p)	67.8p	56.0p	136.9p
– diluted earnings per share from continuing operations	52.5p	(243.0p)	67.3p	55.4p	135.3p
Dividends per share <sup>5</sup>	31.20p	24.00p	22.70p	60.00p	60.00p
Share price – high	1,129.5p	1,071.0p	1,077.5p	1,471.0p	1,921.0p
– low	765.8p	483.7p	800.4p	805.0p	1,253.0p
Market capitalisation at year-end (£m)	12,918.7	9,802.7	13,410.0	10,682.6	17,029.8

#### Notes

<sup>1</sup> Figures have been restated as described in the accounting policies.

<sup>2</sup> Billings and revenue less pass-through costs are defined on pages 222 and 223.

<sup>3</sup> The calculation of 'headline' measures of performance (including headline EBITDA, headline operating profit, headline operating profit margin and headline PBT) is set out on pages 210 and 211.

<sup>4</sup> Headline earnings per share 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.