

## Five-year summary

	2017 £m	2016 £m	2015 £m	2014 £m	2013 £m
<b>Income statement</b>					
Billings <sup>1</sup>	55,562.7	55,245.2	47,631.9	46,186.3	46,209.3
Revenue	15,265.4	14,388.9	12,235.2	11,528.9	11,019.4
Revenue less pass-through costs <sup>1</sup>	13,139.6	12,397.8	10,524.3	10,064.8	10,076.1
Operating profit	1,908.2	2,063.1	1,632.0	1,507.3	1,410.3
Headline EBITDA <sup>2</sup>	2,534.1	2,419.7	2,002.4	1,909.5	1,896.3
Headline PBIT <sup>2</sup>	2,267.1	2,160.3	1,774.0	1,680.6	1,661.6
Profit before taxation	2,109.3	1,890.5	1,492.6	1,451.9	1,295.8
Headline PBT <sup>2</sup>	2,092.5	1,986.2	1,622.3	1,512.6	1,458.0
Profit for the year	1,912.3	1,501.6	1,245.1	1,151.5	1,012.1
Revenue less pass-through costs <sup>1</sup> margin <sup>2</sup>	17.3%	17.4%	16.9%	16.7%	16.5%
<b>Balance sheet</b>					
Non-current assets	18,506.0	19,125.3	15,373.8	14,107.3	13,225.3
Net current liabilities	(351.8)	(1,322.2)	(840.1)	(521.4)	(384.6)
Net assets	9,962.0	9,767.6	8,015.8	7,826.8	7,846.5
Net debt	(4,483.1)	(4,130.5)	(3,210.8)	(2,275.4)	(2,240.4)
Average net debt	(5,142.7)	(4,340.5)	(3,562.3)	(3,000.8)	(2,988.7)
	2017	2016	2015	2014	2013
<b>Our people</b>					
Revenue per employee (£000)	113.6	108.5	97.9	95.0	94.1
Revenue less pass-through costs <sup>1</sup> per employee (£000)	97.7	93.5	84.2	82.9	86.0
Staff cost per employee (£000)	61.9	58.7	53.3	53.1	55.3
Average headcount	134,428	132,657	124,930	121,397	117,115
<b>Share information</b>					
Headline <sup>3</sup> – basic earnings per share	121.8p	114.8p	95.4p	86.9p	84.1p
– diluted earnings per share	120.4p	113.2p	93.6p	84.9p	80.8p
Reported – basic earnings per share	144.0p	109.6p	90.0p	82.4p	72.4p
– diluted earnings per share	142.4p	108.0p	88.4p	80.5p	69.6p
Dividends per share <sup>4</sup>	60.0p	56.60p	44.69p	38.20p	34.21p
Dividend payout ratio on headline diluted earnings per share	50%	50%	48%	45%	42%
Share price – high	1,921.0p	1,850.0p	1,611.0p	1,383.0p	1,383.0p
– low	1,253.0p	1,338.0p	1,304.0p	1,117.0p	905.5p
Market capitalisation at year-end (£m)	17,029.8	23,260.3	20,236.9	17,831.3	18,612.5

### Notes

<sup>1</sup> Billings and revenue less pass-through costs are defined on pages 171 and 172. Revenue less pass-through costs were previously referred to as net sales.

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

<sup>3</sup> Headline earnings per share for 2017, 2016 and 2015 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.