

FIVE YEAR SUMMARY

	2015	2014	2013	2012	2011
Consolidated Statement of Comprehensive Income					
Revenue	13,536	12,881	12,118	10,856	11,825
Underlying EBITDA	3,423	3,162	2,916	2,501	3,267
Underlying operating profit	3,110	2,802	2,684	2,294	3,053
Profit before tax	3,010	2,672	2,330	2,106	2,885
Underlying earnings per share					
basic	12.6p	10.8p	10.5p	9.3p	11.3p
diluted	12.5p	10.8p	10.4p	9.2p	11.2p
Dividend per share	6.1p	5.5p	5.3p	4.5p	4.0p
Balance Sheets					
Non-current assets	14,797	14,410	14,661	14,522	14,578
Current assets	9,677	8,115	6,825	5,022	4,206
Current liabilities	(2,632)	(2,233)	(2,575)	(1,692)	(2,068)
Non-current liabilities	(851)	(839)	(949)	(1,015)	(927)
Shareholders' funds	20,991	19,453	17,962	16,837	15,789
Cash Flow Statements					
Net cash flow from operating activities	3,892	1,067	2,831	2,123	2,145
Net cash used in investing activities	(792)	(202)	(483)	(268)	2,559
Net cash used in financing activities	(1,135)	(798)	(908)	(729)	(5,089)
Net increase/(decrease) in cash and cash equivalents	1,965	67	1,440	1,126	(385)