

Five Year Summary

	2014	2013	2012	2011	2010
Consolidated Statement of Comprehensive Income					
Revenue	12,881	12,118	10,856	11,825	11,223
Underlying EBITDA	3,162	2,916	2,501	3,267	2,774
Underlying operating profit	2,802	2,684	2,294	3,053	2,597
Profit before tax	2,672	2,330	2,106	2,885	2,483
Underlying earnings per share					
basic	10.8p	10.5p	9.3p	11.3p	8.7p
diluted	10.7p	10.4p	9.2p	11.2p	8.5p
Dividend per share	5.3p	5.3p	4.5p	4.0p	3.0p
Balance Sheets					
Non-current assets	14410	14661	14522	14578	16285
Current assets	8115	6825	5022	4206	6797
Current liabilities	(2233)	(2,575)	(1,692)	(2068)	(4341)
Non-current liabilities	(839)	(949)	(1015)	(927)	(4660)
Shareholders' funds	19453	17962	16837	15789	14081
Cash Flow Statements					
Net cash flow from operating activities	1066	2831	2123	2145	1936
Net cash used in investing activities	(201)	(483)	(268)	2559	(576)
Net cash used in financing activities	(798)	(908)	(729)	(5089)	(1328)
Net increase/(decrease) in cash and cash equivalents	67	1440	1126	(385)	32