

Consolidated income statement

For the year ended 31 December 2013

	Notes	2013 £m	2012 £m	2011 £m	2013 \$m ³	2012 \$m ³	2011 \$m ³
Billings¹		46,209.3	44,405.3	44,791.8	72,344.5	70,459.1	71,749.2
Revenue	2	11,019.4	10,373.1	10,021.8	17,251.5	16,459.3	16,053.4
Direct costs		(943.3)	(858.3)	(783.3)	(1,477.0)	(1,361.9)	(1,253.7)
Gross profit	2	10,076.1	9,514.8	9,238.5	15,774.5	15,097.4	14,799.7
Operating costs	3	(8,665.8)	(8,273.7)	(8,046.3)	(13,547.9)	(13,120.8)	(12,896.3)
Operating profit		1,410.3	1,241.1	1,192.2	2,226.6	1,976.6	1,903.4
Share of results of associates	4	68.1	69.4	66.1	107.8	110.3	105.8
Profit before interest and taxation		1,478.4	1,310.5	1,258.3	2,334.4	2,086.9	2,009.2
Finance income	6	64.3	55.9	64.7	101.2	88.7	103.7
Finance costs	6	(267.9)	(269.8)	(264.6)	(418.7)	(427.7)	(424.3)
Revaluation of financial instruments	6	21.0	(4.7)	(50.0)	34.4	(6.5)	(79.2)
Profit before taxation		1,295.8	1,091.9	1,008.4	2,051.3	1,741.4	1,609.4
Taxation	7	(283.7)	(197.2)	(91.9)	(448.1)	(315.4)	(151.1)
Profit for the year		1,012.1	894.7	916.5	1,603.2	1,426.0	1,458.3
Attributable to:							
Equity holders of the parent		936.5	822.7	840.1	1,485.1	1,311.5	1,335.7
Non-controlling interests		75.6	72.0	76.4	118.1	114.5	122.6
		1,012.1	894.7	916.5	1,603.2	1,426.0	1,458.3
Headline PBIT	31	1,661.6	1,531.0	1,429.0	2,620.1	2,439.3	2,281.5
Headline PBIT margin	31	15.1%	14.8%	14.3%	15.2%	14.8%	14.2%
Headline gross margin margin	31	16.5%	16.1%	15.5%	16.6%	16.2%	15.4%
Headline PBT	31	1,458.0	1,317.1	1,229.1	2,302.6	2,100.3	1,960.9

Earnings per share²

Basic earnings per ordinary share	9	72.4p	66.2p	67.6p	114.8¢	105.5¢	107.5¢
Diluted earnings per ordinary share	9	69.6p	62.8p	64.5p	110.4¢	100.0¢	102.6¢

Notes

The accompanying notes form an integral part of this consolidated income statement.

¹ Billings is defined on page 246.

² The calculations of the Group's earnings per share and headline earnings per share are set out in note 9.

³ The consolidated income statement above is also expressed in US dollars for information purposes only and is unaudited. It has been prepared assuming the US dollar is the reporting currency of the Group, whereby local currency results are translated into US dollars at actual monthly average exchange rates in the period presented. Among other currencies, this includes an average exchange rate of US\$1.5646 to the pound sterling for the year 2013 (2012: US\$1.5852, 2011: US\$1.6032).