

Alternative performance measures

The Directors believe it is appropriate to present the results of the Group using alternative performance measures in order to:

- Provide decision useful information to users about the Group's underlying performance, as reported performance can be distorted by non-recurring items or can be influenced by market factors that are outside of the control of the Group
- Present information in a way that reflects how the Directors monitor and measure the performance of the Group.

The alternative performance measures presented aim to supplement the reported results presented in accordance with International Financial Reporting Standards (IFRS) by providing further clarity on the performance of the Group.

The following section provides an indication of the purpose and definition of each of the alternative performance measures presented in the Annual Report and Accounts, together with an appropriate cross reference to where the financial information can be found within the IFRS financial statements.

Income statement

A. Total revenue

The total revenue figure of £5,214.2 million (as shown in the income statement on page 90) includes Group revenue of £4,394.9 million together with the Group's share of revenue from Joint Ventures of £819.3 million. The Group includes Joint Venture revenue in its headline revenue figure to reflect the fact that a significant proportion of the Group's operational delivery activities are undertaken through Joint Ventures.

B. Organic growth

Organic growth is the growth achieved compared to the previous year, excluding the impact of foreign exchange rate movements (as disclosed on page 47) and incremental contributions from businesses acquired in either the current or prior year. The impact of foreign exchange rate movements is calculated by translating current year revenue using the average exchange rates applicable for the previous year.

C. Underlying profit from operations

This is a measure that reflects the underlying profit generated from the operational activities of both Group and Joint Venture undertakings and is calculated as follows:

	2016 £m	2015 £m
Reported profit from operations (income statement on page 90)	181.9	209.4
Add back: Intangible amortisation arising from business combinations (note 11 on page 109)	13.8	20.0
Non-recurring operating items (note 4 on page 104)	40.2	5.0
Underlying profit from operations	235.9	234.4

D. Underlying operating profit and margin

Underlying operating profit and margin is a measure of the underlying operating profit that is generated from the revenue of Group and Joint Venture undertakings combined. It excludes the Group's share of the net financial expense and taxation of Joint Ventures in order to give a purer measure of operating performance than underlying profit from operations noted in section C above and is calculated as follows:

	2016 £m	2015 £m
Reported Group operating profit (income statement on page 90)	145.6	183.4
Add back: Intangible amortisation arising from business combinations (note 11 on page 109)	13.8	20.0
Non-recurring operating items (note 4 on page 104)	40.2	5.0
Include: Joint Venture operating profit (note 2 on page 100)	54.3	36.0
Underlying operating profit	253.9	244.4

Underlying operating margin is calculated by dividing the underlying operating profit noted above by total revenue as defined in section A as shown below:

	2016	2015
Underlying operating profit (see above) (£m)	253.9	244.4
Total revenue (income statement on page 90) (£m)	5,214.2	4,586.9
Underlying operating margin (%)	4.9	5.3

E. Underlying net financial expense

Underlying net financial expense is a measure of the net cost of financing the Group's operations excluding items reported in net financial expense that are unrelated to financing or are influenced by market factors outside the control of the Group and is calculated as follows:

	2016 £m	2015 £m
Reported net financial expense (income statement on page 90)	(34.1)	(51.8)
Deduct: Fair value movements in derivative financial instruments (note 5 on page 104)	(8.2)	(6.1)
Changes in contingent consideration relating to acquisitions (note 5 on page 104)	(15.6)	-
Underlying net financial expense	(57.9)	(57.9)

F. Underlying profit before taxation

Underlying profit before taxation is a measure of the underlying profit generated by all of the Group's activities before a charge for taxation is made and is calculated as follows:

	2016 £m	2015 £m
Reported profit before taxation (income statement on page 90)	146.7	155.1
Add back: Intangible amortisation arising from business combinations (note 11 on page 109)	13.8	20.0
Non-recurring operating items (note 4 on page 104)	40.2	5.0
Non-operating items (note 4 on page 104)	1.1	2.5
Deduct: Fair value movements in derivative financial instruments (note 5 on page 104)	(8.2)	(6.1)
Changes in contingent consideration relating to acquisitions (note 5 on page 104)	(15.6)	-
Underlying profit before taxation	178.0	176.5

G. Underlying earnings per share

Underlying earnings per share measures the underlying profit attributable to each Carillion plc share held. Underlying profit attributable to shareholders is calculated as follows:

	2016 £m	2015 £m
Reported profit attributable to equity holders of the parent (income statement on page 90)	124.2	132.8
Add back: Intangible amortisation arising from business combinations (net of taxation) (note 8 on page 107)	10.8	15.0
Non-recurring operating items (net of taxation) (note 8 on page 107)	37.8	5.0
Non-operating items (net of taxation) (note 8 on page 107)	1.1	2.5
Deduct: Fair value movements in derivative financial instruments (net of taxation) (note 8 on page 107)	(6.6)	(4.9)
Changes in contingent consideration relating to acquisitions (net of taxation) (note 8 on page 107)	(15.6)	-
Underlying profit attributable to equity holders of the parent	151.7	150.4

Underlying earnings per share is then calculated by dividing underlying profit attributable to equity holders of the parent shown above by the weighted average number of shares in issue as shown below:

	2016	2015
Underlying profit attributable to equity holders of the parent (see above) (£m)	151.7	150.4
Weighted average number of shares in issue (note 8 on page 106) (m)	430.2	430.2
Underlying earnings per share (pence)	35.3	35.0

Alternative performance measures continued

H. Underlying effective tax rate

Underlying effective tax rate is presented in order to illustrate the underlying tax rate applicable to the underlying profit before taxation of Group and Joint Venture undertakings and is calculated by dividing the underlying taxation charge for Group and Joint Venture undertakings of £25.8 million (2015: £22.4 million) by underlying profit before taxation (excluding share of Joint Venture taxation) of £182.8 million (2015: £179.4 million) as shown below:

	2016	2015
Group underlying taxation charge (note 8 on page 107) (£m)	21.0	19.5
Share of Joint Ventures taxation charge (income statement on page 90) (£m)	4.8	2.9
Total underlying taxation charge (£m)	25.8	22.4
Underlying profit before taxation (section F above) (£m)	178.0	176.5
Add back: Share of Joint Venture taxation (income statement on page 90) (£m)	4.8	2.9
Underlying profit excluding all taxation (£m)	182.8	179.4
Underlying effective tax rate (%)	14.1	12.5

I. Dividend cover

Dividend cover measures the number of times that the proposed dividend for the year is covered by underlying earnings per share. It is calculated by dividing underlying earnings per share by the proposed dividend per share as shown below:

	2016	2015
Underlying earnings per share (section G above) (pence)	35.3	35.0
Proposed dividend per share (note 9 on page 107) (pence)	18.45	18.25
Dividend cover (times)	1.9	1.9

Cash flow statement

J. Underlying operating cash flow conversion

Underlying operating cash flow conversion measures the proportion of underlying profit from operations that is converted into cash to service the Group's ongoing activities, excluding the impact on operations from significant movements in foreign exchange rates. It is calculated by dividing underlying cash generated from operations by underlying profit from operations as shown below:

	2016	2015
Cash generated from operations (cash flow statement on page 94) (£m)	115.5	120.3
Add back: Deficit recovery payments to pension schemes (£m)	46.6	47.4
Non-recurring operating items (£m)	21.5	6.3
Cash flows on forward foreign currency contracts (£m)	34.6	-
Include: Dividends received from Joint Ventures (£m)	11.8	16.8
Disposal of Joint Ventures and other investments (£m)	47.1	54.1
Underlying cash generated from operations (£m)	277.1	244.9
Underlying profit from operations (section C above) (£m)	235.9	234.4
Underlying cash conversion (%)	117	104

K. Net borrowing and average net borrowing

The Directors view net borrowing rather than cash and cash equivalents as the most appropriate measure of liquidity for the Group as this measure includes all sources of financing used to fund the Group's operations. Note 18 on page 115 shows the sources of financing that are included in net borrowing in addition to cash and cash equivalents.

Average net borrowing is calculated as the average of the net borrowing at the end of the previous financial year and each of the month end net borrowing figures as reported to the Board in the current financial year.

L. Summary cash flow statement

For internal management purposes, the Directors utilise a summarised cash flow statement for monitoring the generation and utilisation of cash in the business. The summary cash flow groups items from the IFRS cash flow statement on page 94 into broader operational categories as shown below:

	2016 £m	2015 £m
Depreciation and other non-cash items		
Depreciation and amortisation	45.0	45.4
Less: Amortisation of intangible assets arising from business combinations	(13.8)	(20.0)
Profit on disposal of property, plant and equipment and intangible assets	(6.4)	(14.4)
Other non-cash movements	1.9	(0.3)
Depreciation and other non-cash items per summary cash flow statement	26.7	10.7
Working capital		
Profit on disposal of Public Private Partnership equity investments	(12.7)	(37.7)
Increase in inventories	(6.3)	(14.3)
(Increase)/decrease in trade and other receivables	(290.6)	48.0
Increase/(decrease) in trade and other payables	301.5	(41.1)
Disposal of Joint Ventures and other investments	47.1	54.1
Working capital per summary cash flow statement	39.0	9.0
Interest and taxation		
Financial income received	2.5	2.4
Financial expense paid	(39.6)	(35.3)
Taxation payments	(4.2)	(7.5)
Interest and taxation per summary cash flow statement	(41.3)	(40.4)
Net capital expenditure		
Disposal of property, plant and equipment and intangible assets	13.8	17.6
Acquisition of property, plant and equipment and intangible assets	(37.3)	(30.4)
Net capital expenditure per summary cash flow statement	(23.5)	(12.8)
Other		
Acquisition of own shares	(1.0)	(0.4)
Interest accretion in respect of convertible bonds (note 18 on page 115)	(2.8)	(2.8)
Finance lease additions (note 18 on page 115)	(2.5)	-
Other per summary cash flow statement	(6.3)	(3.2)
Foreign exchange movements		
Cash flows on forward foreign currency contracts	(34.6)	-
Currency translation differences on net borrowing (note 18 on page 115)	(33.6)	(7.7)
Foreign exchange rate movements per summary cash flow statement	(68.2)	(7.7)
Acquisitions and disposals		
Acquisition costs	(0.9)	(6.6)
Loan advance repayments received from Joint Ventures	2.1	7.2
Acquisition of subsidiaries, net of cash and cash equivalents acquired	(32.5)	(10.6)
Acquisition of equity and loan advances to Joint Ventures	(4.8)	(28.3)
Acquisition of other non-current asset investments	-	(0.4)
Deduct: Net cash and cash equivalents acquired (note 18 on page 115)	-	(6.2)
Add: Net cash in subsidiaries acquired (note 18 on page 115)	-	5.3
Acquisitions and disposals per summary cash flow statement	(36.1)	(39.6)
Dividends		
Dividends paid to equity holders of the parent	(78.9)	(76.8)
Dividends paid to non-controlling interests	(3.8)	(3.2)
Dividends per summary cash flow statement	(82.7)	(80.0)

Subsidiaries and joint ventures

Company number	Company name	Key	Proportion of ownership interest
England			
02063449	Ist Insulation Partners Limited	A	100%
04364773	ACM Health Solutions Limited	A	33.333%
02191494	AFR Limited	A	100%
1505628	Alfred McAlpine Asset Management Services Limited	A	100%
1449086	Alfred McAlpine International Limited	A	100%
1528870	Alfred McAlpine Pension Trustees Limited	A	100%
1808326	AM Nominees Limited	A	100%
9693421	ARE Hamilton Limited	A	100%
07807709	Arlington Real Estate (Durham City) Limited	A	100%
OC392861	Ask Carillion Developments LLP	A	67%
10027959	Ask Central Limited	A	67%
08084031	Ask Real Estate Ltd	A	67%
09008001	Ask Real Estate (Investments) Ltd	A	67%
08987222	Ask Real Estate (Embankment) Ltd	A	67%
06404740	Ask (Exchange East) Developments Ltd	A	67%
06404751	Ask (Exchange East) Ltd	A	67%
4556471	Aspire Defence Services Limited	A	50%
2990586	Avery Hill Developments Holdings Limited	A	100%
2987829	Avery Hill Developments Limited	A	100%
2811168	Barclay Mowlem (Asia) Limited	A	100%
06137874	Brooklands Court (Kettering) Management Ltd	A	50%
2404092	Building Environmental Hygiene Limited	A	100%
1367044	Carillion (AM) Limited*	A	100%
5428762	CarillionAmey Limited	A	50%
5428732	CarillionAmey (Housing Prime) Limited	A	66.7%
05704083	Carillion (Aspire Construction) Holdings Limited	A	100%
05704108	Carillion (Aspire Construction) Holdings No.2 Limited	A	100%
05704135	Carillion (Aspire Construction) Limited	A	100%
05704064	Carillion (Aspire Services) Holdings Limited	A	100%
05704172	Carillion (Aspire Services) Holdings No.2 Limited	A	100%
05704254	Carillion (Aspire Services) Limited	A	100%
09323071	Carillion Academies Trust	A	33.333%
10556292	Carillion Advice Services Limited	A	100%
1685693	Carillion AM Developments Limited	A	100%
885404	Carillion AM Government Limited	A	100%
3902700	Carillion Aquamen Management Services Limited	A	100%
1122808	Carillion Asset Management Limited	A	100%
8404799	Carillion-Breathe Limited	A	50%
247624	Carillion Capital Projects Limited	A	100%
156617	Carillion Construction (Contracts) Limited	A	100%
2556935	Carillion Construction (Nominees) Limited	A	100%
883233	Carillion Construction (West Indies) Limited	A	100%
594581	Carillion Construction Limited*	A	100%
1270381	Carillion Construction Overseas Limited	A	100%
3783015	Carillion CR Limited	A	100%
3256112	Carillion (Denmark) Limited	A	100%
9203709	Carillion Developments Limited	A	100%
7966837	Carillion Eitel JV Limited	A	50%
3858865	Carillion Energy Services Limited*	A	100%
537677	Carillion Fleet Management Limited*	A	100%
3105686	Carillion GB Limited	A	100%
04996458	Carillion Heating Services Limited	A	100%
159414	Carillion Hi-Tech Limited	A	100%
3783019	Carillion Holdings Limited*	A	100%
01686252	Carillion Home Services Limited	A	100%
7211684	Carillion-Igloo Limited	A	50%
LP015092	Carillion-Igloo Limited Partnership	A	50%
8137485	Carillion-Igloo Nominees Limited	A	100%
349002	Carillion Insurance Advisers Limited*	A	100%
3679838	Carillion Integrated Services Limited	A	100%
77628	Carillion JM Limited*	A	100%
3198709	Carillion LGS Limited*	A	100%
03130297	Carillion Managed Services Limited	A	100%
1469541	Carillion (Maple Oak) Limited	A	100%
398443	Carillion MENA Limited	A	100%
3787277	Carillion Nominees Limited*	A	100%
8884783	Carillion Powerlines Limited	A	50%
8113991	Carillion Private Finance (Education) 2012 Limited	A	100%
9684392	Carillion Private Finance (Education) 2015 Limited	A	100%

Company number	Company name	Key	Proportion of ownership interest
9961994	Carillion Private Finance (Education) 2016 Limited	A	100%
8684413	Carillion Private Finance (Health) 2013 Limited	A	100%
9822736	Carillion Private Finance (Health) 2015 Limited	A	100%
5753809	Carillion Private Finance (Secure) Limited	A	100%
5753751	Carillion Private Finance (Transport) Limited	A	100%
2997859	Carillion Private Finance Limited*	A	100%
2916489	Carillion Professional Services Limited*	A	100%
1417540	Carillion Project Investments Limited	A	100%
961738	Carillion Project Services Holdings Limited	A	100%
4322876	Carillion Property Services Limited	A	100%
3783014	Carillion Quest Trustee Limited	A	100%
2630590	Carillion Regeneration Limited*	A	100%
10546542	Carillion Resourcing Ltd	A	100%
303453	Carillion Regional Construction Limited*	A	100%
5308544	Carillion Richardson Anchorwood Limited	A	50%
05504709	Carillion Richardson Cwmbran Limited	A	50%
N/A	Carillion Richardson Partnership	A	50%
4435931	Carillion Richardson Thanet Phase 2 Limited	A	50%
5173289	Carillion Richardson Worcester Limited	A	50%
2684154	Carillion Services 2006 Limited	A	100%
3011791	Carillion Services Limited*	A	100%
551186	Carillion (Singapore) Limited	A	100%
8684467	Carillion Solar 1 Limited	A	100%
2574792	Carillion Specialist Services Limited	A	100%
881324	Carillion Support Services & Investments Limited	A	100%
2294384	Carillion Swindon Limited*	A	100%
1180475	Carillion Technical Services (Installation) Limited	A	100%
00728599	Carillion Utility Services Limited	A	100%
01521006	Carillion Utility Services Group Limited	A	100%
02355338	Carillion Utility Services S.E. Limited	A	100%
6190456	Carillion Wyse Holdings Limited	A	100%
2995364	Centrac Limited	A	100%
2489314	Churchward Plc	A	99.5%
5325813	Clinicenta Limited*	A	100%
6820088	Clinicenta (Hertfordshire) Limited	A	100%
6607841	Cultural Community Solutions Limited	A	100%
566465	Dudley Bower Group Plc	A	100%
4448876	Eaga Energy Solutions Limited	A	100%
05754891	Eaga Heating Limited	A	100%
02969358	Eaga Services Limited	A	100%
1141203	Eastbourne Harbour Company Limited	A	100%
02023634	E.J. Horrocks Limited	A	100%
1294261	Ernest Ireland Construction Limited	A	100%
2840336	Everprime Limited	A	100%
3523664	Formsole Limited	A	50%
02836739	George Howe Limited	A	100%
3126198	G T Railway Maintenance Holdings Limited*	A	100%
2995513	G T Railway Maintenance Limited	A	100%
369692	Hall & Tawse Northern Limited	A	100%
8018007	Infrasig Limited	A	75%
1752119	Inspiredspaces Limited	A	100%
6844186	Inspiredspaces Durham (PSP1) Limited	A	100%
6844166	Inspiredspaces Durham Limited	A	80%
8121567	Inspiredspaces Nottingham (Holdings 2) Limited	A	8%
8121731	Inspiredspaces Nottingham (ProjectCo 2) Limited	A	8%
6506298	Inspiredspaces Nottingham (PSP1) Limited	A	100%
8121929	Inspiredspaces Nottingham (PSP3) Limited	A	100%
6506329	Inspiredspaces Nottingham Limited	A	80%
7017267	Inspiredspaces Rochdale Limited	A	80%
7017410	Inspiredspaces Rochdale (ProjectCo 1) Limited	A	8%
811390	Inspiredspaces Rochdale (ProjectCo 2) Limited	A	8%
7017618	Inspiredspaces Rochdale (Holdings 1) Limited	A	8%
8114138	Inspiredspaces Rochdale (Holdings 2) Limited	A	8%
7017305	Inspiredspaces Rochdale (PSP 1) Limited	A	100%
7017401	Inspiredspaces Rochdale (PSP 2) Limited	A	100%
8114163	Inspiredspaces Rochdale (PSP 3) Limited	A	100%
6436121	Inspiredspaces STaG (PSP 1) Limited	A	54.5%
6436101	Inspiredspaces STaG Limited	A	43.6%
6569859	Inspiredspaces Tameside (PSP 1) Limited	A	100%
6569837	Inspiredspaces Tameside (PSP 2) Limited	A	100%

Company number	Company name	Key	Proportion of ownership interest
6569789	Inspiredspaces Tameside Limited	A	80%
7155049	Inspiredspaces Wolverhampton (PSP1) Limited	A	100%
08649446	Inspiredspaces Wolverhampton (PSP3) Limited	A	100%
7154960	Inspiredspaces Wolverhampton Limited	A	80%
404120	J.F. Miller Properties Limited	A	100%
1947809	John Mowlem Construction Plc	A	100%
199835	Johnston Construction Limited	A	100%
5769391	Lodge Park Commercial Developments Limited	A	50%
9147119	Maling Street Management Company Ltd	A	100%
1401298	Marchwiel Investments Limited	A	100%
662675	Marchwiel Properties Limited	A	100%
00326348	McAlpine Infrastructure Services Limited	A	100%
OC40231	MGH Card LLP	A	33.333%
9799665	MGH Partner Company Limited	A	33.333%
3392601	Mowlem Environmental Sciences Group Limited	A	100%
05543634	New World Barnsley Limited	A	50%
05477550	New World Crewe Limited	A	50%
05186128	New World Haydock Limited	A	50%
05380578	New World Leisure Limited	A	50%
05848066	New World (NEC) Limited	A	50%
6440415	Oaklands Office Park (Management) Limited	A	100%
737307	Planned Maintenance Engineering Limited*	A	100%
5175471	Plot B5 SAI Management Company Limited	A	100%
3902730	PME Partnerships Limited	A	100%
531085	PME Technical Services Limited	A	100%
2508579	Postworth Limited*	A	100%
09598377	PSBP Midlands Limited	A	42.5%
09598495	PSBP Midlands (DebtCo) Limited	A	42.5%
09598536	PSBP Midlands (Holdings) Limited	A	42.5%
416147	Raine Limited	A	100%
01052014	R G Francis Limited	A	100%
3917644	Road Management Services (A13) plc	A	25%
3917652	Road Management Services (A13) Holdings Limited	A	25%
OC307955	SA 1 Developments LLP	A	100%
2646690	Schal International Management Limited*	A	100%
680231	Sovereign Consultancy Services Limited	A	100%
2217605	Sovereign Harbour Limited	A	100%
4135060	Sovereign Harbour Waterfront Holdings Limited	A	100%
4979205	Sovereign Harbour Waterfront Limited	A	100%
3232308	Sovereign Hospital Services Limited	A	100%
309997	Stephenson Maintenance Limited	A	100%
1122105	Stiell Facilities Limited	A	100%
2519780	TBV Power Limited	A	50%
10551384	The Acorns Residents Management Company Limited	A	100%
OC402027	The Carillion Arlington Richardson Developments Partnership LLP	A	33.333%
775010	The Carillion Construction Company (East Africa) Limited	A	100%
8747138	The Hospital Company (Liverpool) Limited	A	50%
8751752	The Hospital Company (Liverpool) Holdings Limited	A	50%
9822818	The Hospital Company (Sandwell) Limited	A	50%
9822833	The Hospital Company (Sandwell) Holdings Limited	A	50%
6910378	The Management Company (Castlegate Phase 2) Limited	A	50%
2574820	TPS Consult Limited	A	100%
1577583	W A Investments Limited	A	100%
2112970	Wakeremote Limited*	A	100%
1123611	Walter Lawrence Developments Limited	A	75%
1273373	Walter Lawrence Homes Chilterns Limited	A	100%
2062284	Walter Lawrence Housing Investments Limited	A	100%
5052745	Ward Street Developments Limited	A	50%
05769525	Warmshire Limited	A	100%
3485972	Wyseproperty	A	50%
08723467	Airport City (Asset Manager) Limited	B	20%
08723477	Airport City (General Partner) Limited	B	20%
LP016256	Airport City Limited Partnership	B	20%
OC394683	Siglion LLP	C	50%
09164628	Siglion Nominee Limited	C	50%
OC394705	Siglion Developments LLP	C	50%
OC394707	Siglion Investments LLP	C	50%
LP015253	European Property Investors Special Opportunities 3LP	D	22%

Company number	Company name	Key	Proportion of ownership interest
Scotland			
SC292392	AMBS1 Limited	E	100%
SC203910	Carillion (AMBS) Holdings Limited	E	100%
SC20258	Carillion (AMBS) Limited	E	100%
SCI02827	Carillion Energy Services Scotland Limited	E	100%
SCI4842	Glasgow Stockholders Trust Public Limited Company	E	100%
SC23190	Mowlem Scotland Limited	E	100%
SC83991	Stiell Inframan Limited	E	100%
SC489526	Aberdeen Roads Holdings Limited	F	33.3%
Australia			
ACN119335787	Carillion Australia Pty Limited	G	100%
Canada			
250852415	Boreal Health Partnership	H	50%
2177453	Carillion Canada Holdings Inc.	H	100%
1556261	Carillion Canada Inc.	H	100%
2242343	Ontario Inc.	H	100%
2056087	Ontario Inc.	H	100%
2054599	Ontario Inc.	H	33.333%
2051697	Ontario Inc.	H	100%
2093729	Ontario Inc.	H	100%
171304496	C (Adams Park) Limited Partnership	H	100%
2157138	C (Adams Park) General Partners Inc.	H	100%
2157135	Democrat Adams Park Limited	H	50%
2114735	C (Angus) General Partner Inc.	H	100%
161064001	C (Angus) Limited Partnership	H	100%
2114737	C (Aurora) General Partner Inc.	H	100%
161063987	C (Aurora) Limited Partnership	H	100%
2149952	C (Port Dover) General Partner Inc.	H	100%
171054851	C (Port Dover) Limited Partnership Inc.	H	100%
2149573	Democrat Port Dover Ltd.	H	50%
2114740	C (King) Holdings Inc.	H	100%
2114731	CR General Partner Inc.	H	50%
161064019	CR (King North) Limited Partnership	H	50%
161063995	CR (King Dufferin) Limited Partnership	H	50%
161064035	CR (King Rocks) Limited Partnership	H	50%
161063979	CR (King Green) Limited Partnership	H	50%
161133913	CR (Valley King) Limited Partnership	H	50%
170741847	CR (Brooklin Southeast) Limited Partnership	H	50%
170741854	CR (Brooklin Northeast) Limited Partnership	H	50%
171237191	CR (Cookstown) Limited Partnership	H	50%
2154285	Cookstown Developments CR Inc.	H	50%
18089160	CR (Cooksglen) Limited Partnership	H	50%
1545130	Maplewood Properties Inc. (Riverfield)	H	100%
1341952	TWD Roads Management Inc.	H	100%
2173490	Carillion Build Finance Inc.	H	50%
2128496	Vanbrook Construction Corporation	H	50%
2142545	Vanmed Construction Corporation	H	50%
2289895	Carillion EllisDon Services (NOH) Inc.	H	70%
2127430	Carillion EllisDon Services (Sault) Inc./Services Carillion EllisDon (Sault) Inc.	H	70%
2193927	Carillion Services (Sault) Inc.	H	100%
2423833	Carillion Investments (Canada) Inc.	H	100%
2226634	Carillion Services (CAMH) Inc.	H	100%
2243591	Carillion Services (Defence Solutions) Inc.	H	100%
2244063	Carillion Services (FSCC) Inc.	H	100%
1569186	Carillion Services (ROH) Inc.	H	70%
1566026	Carillion Services (WOHC) Inc.	H	70%
2143429	Hospital Infrastructure Partners Inc./Partenaires D'Infrastructures Hospitalieres Inc.	H	100%
2199031	Carillion IT Services Inc.	H	100%
2136079	Ontario Inc.	H	100%
2136080	Ontario Inc.	H	100%
2529541	Carillion Services Inc.	H	100%
2468522	Carillion Canada (WOHC) Investments Inc.	H	100%
2468523	Carillion Canada (WOHC) Inc.	H	100%
1780791	Carillion Construction Inc.	H	100%
1231335	Carillion Pacific Construction Inc.	H	100%
2447586	Ontario Inc.	H	100%

Subsidiaries and joint ventures continued

Company number	Company name	Key	Proportion of ownership interest
2286419	Carillion HIP (NOH) Holdings Inc.	H	100%
5969566	Carillion (CAMH) Holdings Inc.	H	100%
2244062	Carillion (FSCC) Holdings Inc.	H	100%
1618408	Carillion Ottawa Holdings Inc.	H	100%
2031472	The Healthcare Infrastructure Company of Canada (ROH) Inc.	H	50%
2480723	Carillion BHP (STH) Holdings Inc.	H	100%
2480722	Carillion BHP (STH) GP Holdings Inc.	H	100%
2477375	Carillion APP Holdings Inc.	H	100%
2022794	Carillion Canada Finance Corp*	H	100%
101286808	Access Prairies Partnership	I	50%
101286801	Carillion APP GP Holdings Inc.	I	100%
150191179	MacIntyre Creek Developments Limited Partnership	J	50%
2045734	Senator Homes Discovery (II) Inc.	K	30%
2060257	Brookvalley Developments (Aurora) Ltd.	L	20%
2114308	King North Developments CR Inc.	L	50%
2114305	King Dufferin Developments CR Inc.	L	50%
2114302	King Rocks Developments CR Inc.	L	50%
2114306	King Green Developments CR Inc.	L	50%
1710357	Valley King Developments Ltd.	L	50%
2136287	Brooklin Southeast Developments CR Inc.	L	50%
2136289	Brooklin Northeast Developments CR Inc.	L	50%
2180957	Cooksglen Developments CR Inc.	L	50%
6986006	Carillion General Partner (B.C.) Inc.	M	100%
6986014	CCI (B.C.) Limited Partnership	M	100%
7028271	RPC Limited Partnership	M	60%
101270283	Rokstad Power GP Inc.	N	60%
0891115	B.C. Ltd.	N	60%
BC0971978	Golden Ears Painting and Sandblasting Ltd.	N	60%
BC0999148	Plowe Power Systems Ltd.	N	60%
207776550	Bouchier Contracting Ltd.	O	49%
2014143404	Bouchier Management Services Ltd.	O	49%
2014808733	Bouchier Site Services Ltd.	P	49%
LP14941629	Bouchier Management Services LP	P	49%
LP14941595	Bouchier Site Services LP	P	49%
7174226	AP Services General Partner Inc.	O	80%
7174234	AP Services Limited Partnership	O	80%
6295941	Carillion HIP (NOH) LP Inc.	O	100%
BC0491313	491313 B.C. Ltd.	R	100%
BC0444551	Outland Camps Inc.	S	100%
1165249393	9198-4468 Quebec Inc.	T	49%
C5165	Tangmaarvik Inland Camp Services Inc.	U	49%
2012019341	Outland Resources Inc.	V	100%
209162692	Bearhills Fire Inc.	V	100%
5969540	Carillion LP Holdings (I) Inc.	W	100%
6083669	Carillion (FSCC) LP Holdings Inc.	W	100%
5530245	Carillion (Sault) Holdings Inc.	W	100%
6130381	EAGA Canada Inc.	X	100%
BC0821731	EAGA Canada Services Inc.	X	100%
6131701	Homeworks Services Inc.	X	75%
BC0233802	Integrated Energy Systems Ltd.	X	100%

Channel Islands

117045	Carillion Finance (Jersey) Ltd*	Y	100%
1771	Carillion (Jersey) Ltd	Z	100%
24845	Carillion Insurance Company Ltd	AA	100%
39351	John Mowlem (Guernsey) Ltd	BB	100%
42304	WPL Estates Ltd	CC	50%

China

44030/503224571	Yu Lan Limited	DD	100%
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Company number	Company name	Key	Proportion of ownership interest
France			
B384804571	Carillion France SA*	EE	100%
Germany			
B/37133	TCon Bauten GmbH	FF	100%
Hungary			
0109674549	TBV Power Hungary Ltd	GG	50%
Ireland			
425449	Alfred McAlpine Irish Pension Trustees Ltd	HH	100%
290713	Carillion Irishenco Ltd	HH	100%
578490	Inspiredspaces Bundle 5 (Ireland) Holdings Ltd	HH	50%
578491	Inspiredspaces Bundle 5 (Ireland) Ltd	HH	50%
111382	PJ Walls (Civil) Ltd	II	50%
429873	Vanbots Celtic Limited	JJ	100%
Isle of Man			
014576	Alfred McAlpine Construction Isle of Man Ltd	KK	100%
Malaysia			
303524-H	TBV Power Malaysia Sdn Bhd	LL	50%
Northern Ireland			
N1040904	Eaga NI Ltd	MM	100%
NI016109	Heat Energy and Associated Technology Ltd	MM	100%
Netherlands			
1502877	Carillion Investments BV*	NN	100%
24296440	Mowlem Aquamen BV	OO	100%
24296427	Mowlem Holdings BV	OO	100%
Trinidad and Tobago			
C3241(c)	Carillion (Caribbean) Limited	PP	100%
Middle East and North Africa			
62491	Al Futtaim Carillion LLC	OO	49%
1076072	Al Futtaim Carillion (Abu Dhabi) LLC	RR	49%
30797	Al Futtaim Carillion Contracting S.A.E.	SS	49%
59850	Emrill Services LLC*	TT	33.333%
43790	Carillion (Qatar) LLC	UU	49%
101031785	Carillion (Saudi Arabia) LLC	VV	100%
1083481	Carillion Alawi LLC	WW	49%
United States			
130311824-5290930	Carillion USA Inc	XX	100%
130333715-5305877	Rokstad Power Inc.	YY	60%

*Shares of those undertakings marked with an asterisk are directly owned by Carillion plc.

Key Registered office

A	Carillion House, 84 Salop Street, Wolverhampton, WV3 0SR, United Kingdom
B	6th Floor, Olympic House, Manchester Airport, Manchester M90 1QX, United Kingdom
C	Unit 1b, Echo 24 Building, West Wear Street, Sunderland SR1 1XD, United Kingdom
D	Berkley Square House, 8th Floor, Berkley Square, London, W1J 6BE
E	Fenick House, 1 Lister Way, Hamilton International Technology Park, Blantyre, G72 0FT, United Kingdom
F	Dean House, 24 Ravelston Terrace, Edinburgh, EH4 3TP, United Kingdom
G	13 Le Vesinet Drive, Hunters Hill, New South Wales, 2110, Australia
H	7077 Keele Street, Vaughan, Ontario L4K 0B6, Canada
I	1500, 1881 Scarthy, Regina, SK S4P 4K9, Canada
J	3290 Line Five R.R. #1, Bradford, ON L3C 2AZ, Canada
K	250 Lesmill Road, Toronto, ON M3B 2T5, Canada
L	137 Bowes Road, Concord, Ontario, L4K 1H3, Canada
M	900-400 St. Mary Avenue, Winnipeg, MBR3C 4K5, Canada
N	2600-595 Burrard Street, Vancouver, BC V7X 1L3 00-595 Burrard Street, Vancouver, BC V7X 1L3, Canada
O	707 - 7th Avenue SW, Calgary, AB T2P 3H6, Canada
P	P.O. Box 6607, Fort McMurray, Alberta, T9H 5N4, Canada
Q	900-400 St. Mary Avenue, Winnipeg, Manitoba, R3C 4K5, Canada
R	50 Acadia Avenue, Markham, Ontario, L3R 0B3, Canada
S	2600-595 Burrard Street, Vancouver, British Columbia, V7X 1L3, Canada
T	200 6E Ouest, Amos, Quebec, J9T 2T5, Canada
U	House 2436, P.O. Box 1734, Iqaluit, Nunavut, X0A 0H0, Canada
V	855 2 Street SW, Suite 3500, Calgary, Alberta, T2P 4J8, Canada
W	900-400 St. Mary Avenue, Winnipeg, Manitoba, R3C 4K5, Canada
X	2600-595 Burrard Street, Vancouver, BC V7X 1L3, Canada
Y	47 Esplanade, St Helier, JE1 0BD, Jersey
Z	Bedell Trust Company Limited, PO Box 75, 26 New Street, St Helier, JE4 8PP, Jersey
AA	Fourth Floor, The Albany South Esplanade, St Peter Port, GY1 4NF, Guernsey
BB	PO Box 25, Regency Court, Gategny Esplanade, St Peter Port, GY1 3AP, Guernsey
CC	East Wing, Trafalgar Court, Admiral Park, St Peter Port, GY1 3EL, Guernsey
DD	Room 2001, East Block, Coastal City, 3rd Haide Road, Nanshan District, Shenzhen, China
EE	Zone Industrielle, le're Avenue, 06510, Carros Le Broc
FF	Pankgrafenstr. 3, 13125 Berlin, Germany
GG	1139 Budapest, Vaci ut 99, Hungary
HH	1 Stokes Place, KPMG, St. Stephen's Green, Dublin 2, Ireland
II	City Junction Business Park, Northern Cross, Malahide Road, Dublin 17, Ireland
JJ	6th Floor, South Bank House, Barrow Street, Dublin 4, Ireland
KK	6th Floor, Victory House, Prospect Hill, Douglas, Isle of Man, IM1 1EO
LL	16 Lorong Batu, Nilam, 14B, Bandar Bukit, Tinggi, 41200 Klang, Selangor, Malaysia
MM	Fuel House, 27-29 Sydenham Road, Belfast, BT3 9DH, Northern Ireland
NN	Luchthavenweg 38, 5657EB Eindhoven, The Netherlands
OO	Herikerbergweg 238, 1101CM Amsterdam, The Netherlands
PP	LP#8 Brickfield Road, Waterloo, Trinidad and Tobago
QQ	PO Box 1811, Dubai, United Arab Emirates
RR	PO Box 107099 Abu Dhabi, Mazyad Complex Building 1, 11th Floor, Mohammad Bin Zayed City, Mussaffah, Abu Dhabi, United Arab Emirates
SS	Building 67, Teseen Road, Zone1, 5th Settlement, New Cairo, Cairo, Egypt
TT	PO Box 38083, Dubai, United Arab Emirates
UU	3rd floor, Jafco Building, PO Box 30024, Al Khail Street, Al Muntaza, Doha, State of Qatar
VV	2nd Floor, Almas Plaza, Prince Mohammed bin Abdul Aziz Road (Tahlia St), PO Box 8633, Riyadh 12223, Kingdom of Saudi Arabia
WW	PO Box 1436, Postal Code 112, Ruwi, Sultanate of Oman
XX	515 East Las Olas Boulevard Suite 1200, FT. Lauderdale, Florida 33301
YY	1111 Filkens Road, Newark, New York 14513

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Shareholder information

Dividends

Dividends are normally paid twice a year. The proposed final dividend in respect of the year to 31 December 2016 will be payable on 9 June 2017 to those shareholders on the register on 12 May 2017.

A dividend reinvestment plan (DRIP) will also be offered.

For those shareholders who prefer not to participate in the DRIP, arrangements can be made to pay your dividends automatically into your bank or building society account. This service has a number of benefits:

- it eliminates the chances of your dividend cheque being lost in the postal system
- the dividend payment is received more quickly as the cash is paid directly into your account on the payment date without the need to wait for the cheque to clear; and
- you will help Carillion in reducing its environmental footprint and improve its efficiency by reducing printing and cheque clearing costs.

If you wish to register for this service please call Equiniti on the number detailed below to request a dividend mandate form.

Results

Half year to 30 June 2017: announced August 2017.

Full year to 31 December 2017: announced March 2018.

Shareholder enquiries

Equiniti maintain the share register of the Company. If you have any queries concerning your shareholding, or if any of your details change, please contact Equiniti:

Equiniti
Aspect House
Lancing
West Sussex
BN99 6DA

Telephone 0371 384 2522

Textphone for shareholders with hearing difficulties 0371 384 2255

Non-UK callers should dial +44(0) 121 415 7047.

Lines are open 8.30am to 5.30pm, Monday to Friday (excluding UK public holidays).

Share dealing service

Carillion offers its UK shareholders, Shareview Dealing, a telephone and internet share dealing service operated by Equiniti. For telephone purchases and sales call 0345 603 7037 between 8.30am and 4.30pm, Monday to Friday, or log on to www.shareview.co.uk/dealing. For the sale of shares, you will need your shareholder reference number as shown on your share certificate.

Multiple accounts on the shareholder register

If you have received two or more sets of the documents concerning the Annual General Meeting this means that there is more than one account in your name on the shareholder register, perhaps because either your name or your address appear on each account in a slightly different way. If you think this might be the case and would like to combine your accounts, please contact Equiniti.

Shareview (electronic communications)

www.shareview.co.uk is a service offered by Equiniti that enables you to check your holdings in many UK companies and helps you to organise your investments electronically. You can also notify Equiniti of a change of address or a change to dividend mandate instructions. You can register for this portfolio service which is easy to use, secure and free as long as you have access to the internet by logging on to www.shareview.co.uk and following a simple registration process.

Electronic proxy appointments

For the AGM to be held on 3 May 2017, you may, if you wish, register the appointment of a proxy electronically by logging on to the website www.sharevote.co.uk.

You will need your voting reference numbers (the three numbers shown on your form of proxy). Alternatively, if you have registered for a Shareview portfolio, log on to your portfolio at www.shareview.co.uk and click on the link 'vote' under your Carillion plc details, then follow the on-screen directions.

Please note that any electronic communication that is found to contain a computer virus will not be accepted.

ShareGift

Small parcels of shares, which may be uneconomic to sell on their own, can be donated to ShareGift – the share donation charity (Registered Charity number 1052686). ShareGift transfers these holdings into their name, aggregates them, and uses the proceeds to support a wide range of UK registered charities based on donor suggestion. They can also accept larger donations of shares.

If you would like further details about ShareGift, please visit www.sharegift.org, email help@sharegift.org or telephone them on 020 7930 3737.

Warning to shareholders – boiler room scam

Carillion is aware that shareholders have received unsolicited telephone calls from fraudulent organisations offering to buy Carillion plc shares at a substantial premium to the prevailing market price. These operations are commonly known as 'boiler room scams' and the 'brokers' who call shareholders can be extremely persuasive and persistent.

Boiler room scams usually come out of the blue, with most fraudsters cold-calling investors after taking their details from publicly available shareholder lists, but the high-pressure sales tactics can also come by other means such as email or post. The scam is designed to sound attractive, but typically at some point in the process the perpetrator usually asks for money in advance of concluding the main transaction, for example by way of a pre-payment or vendor bond. The transaction is never concluded, and the shareholder loses the money.

If you receive an unsolicited investment approach you should:

- confirm the correct names of the person calling and the organisation they represent;

- check that they are an authorised firm with the Financial Conduct Authority (FCA) by calling 0800 111 6768 or by visiting www.fca.org.uk/ register and contact the firm using the details on the register;
- report the matter to the FCA by calling 0800 111 6768 or by visiting www.fca.org.uk/consumers;
- if the calls persist, hang up.

Please be aware that fraudsters will often use the name of a legitimate organisation or organisations, sometimes in combination with others so that the organisation may sound familiar to you. They may have also created a scam website, so simply checking that an organisation appears to have a presence on the web is not a guarantee that you are dealing with a legitimate organisation.

If you deal with an unauthorised firm, you will not be eligible to receive payment under the Financial Services Compensation Scheme. If you have already paid money to share fraudsters, you should contact Action Fraud on 0300 123 2040.

Five-year review

	2016 £m	2015 £m	2014 £m	2013 £m	2012 £m	
Group income statement						
Total revenue	5,214.2	4,586.9	4,071.9	4,080.9	4,402.8	
Analysed between:						
Support services	2,712.7	2,534.2	2,323.9	2,300.9	2,359.7	
Public Private Partnership projects	313.0	192.8	162.5	236.9	287.7	
Middle East construction services	668.3	601.6	500.7	483.5	473.6	
Construction services (excluding the Middle East)	1,520.2	1,258.3	1,084.8	1,059.6	1,281.8	
Underlying Group and joint ventures' operating profit before intangible amortisation arising from business combinations, non-recurring operating items and joint ventures' net financial expense and taxation	253.9	244.4	226.0	228.8	245.6	
Analysed between:						
Support services	182.7	146.6	135.9	118.0	120.9	
Public Private Partnership projects	28.3	49.3	34.5	58.4	33.8	
Middle East construction services	16.1	25.3	25.1	19.2	29.0	
Construction services (excluding the Middle East)	41.3	37.8	41.5	44.4	72.4	
Group eliminations and unallocated items	(14.5)	(14.6)	(11.0)	(11.2)	(10.5)	
Share of joint ventures' net financial expense	(13.2)	(7.1)	(6.4)	(10.1)	(16.0)	
Share of joint ventures' taxation	(4.8)	(2.9)	(2.7)	(4.4)	(1.7)	
Underlying profit from operations before intangible amortisation arising from business combinations and non-recurring operating items	235.9	234.4	216.9	214.3	227.9	
Underlying Group net financial expense	(57.9)	(57.9)	(44.0)	(39.6)	(27.9)	
Underlying profit before tax	178.0	176.5	172.9	174.7	200.0	
Intangible amortisation arising from business combinations	(13.8)	(20.0)	(16.8)	(19.2)	(31.4)	
Non-recurring operating items	(40.2)	(5.0)	-	(44.2)	(2.6)	
Non-operating items	(1.1)	(2.5)	(9.9)	(0.7)	(1.2)	
Fair value movements in derivative financial instruments	8.2	6.1	(3.6)	-	-	
Changes in contingent consideration relating to acquisitions	15.6	-	-	-	-	
Profit before taxation	146.7	155.1	142.6	110.6	164.8	
Taxation	(17.2)	(15.7)	(15.1)	(4.3)	(9.9)	
Profit for the year	129.5	139.4	127.5	106.3	154.9	
Group financial statistics						
Underlying operating profit margin						
Support services	Percentage	6.7	5.8	5.8	5.1	5.1
Middle East construction services	Percentage	2.4	4.2	5.0	4.0	6.1
Construction services (excluding the Middle East)	Percentage	2.7	3.0	3.8	4.2	5.6
Underlying operating profit margin						
Total Group before share of joint ventures' net financial expense and taxation	Percentage	4.9	5.3	5.6	5.6	5.6
Underlying profit from operations margin						
Total Group	Percentage	4.5	5.1	5.3	5.3	5.2

	2016 £m	2015 ⁽ⁱ⁾ £m	2014 £m	2013 £m	2012 £m	
Group balance sheet						
Property, plant and equipment	144.1	140.5	142.2	128.2	125.8	
Intangible assets	1,669.3	1,634.2	1,613.8	1,552.8	1,536.6	
Investments	180.3	165.2	139.9	159.3	237.9	
	1,993.7	1,939.9	1,895.9	1,840.3	1,900.3	
Inventories, receivables and payables	(347.3)	(379.2)	(353.9)	(327.6)	(456.7)	
Net retirement benefit liability (net of deferred taxation)	(663.2)	(317.6)	(406.2)	(295.1)	(269.9)	
Other net liabilities	(34.4)	(56.7)	(64.0)	(18.8)	(7.2)	
Net operating assets	948.8	1,186.4	1,071.8	1,198.8	1,166.5	
Net borrowing	(218.9)	(169.8)	(177.3)	(215.2)	(155.8)	
Net assets	729.9	1,016.6	894.5	983.6	1,010.7	
Group cash flow statement						
Underlying Group operating profit	199.6	208.4	191.8	187.8	193.6	
Depreciation and other non-cash items	26.7	10.7	26.6	21.3	26.9	
Working capital	39.0	9.0	31.1	(66.4)	(136.2)	
Dividends received from joint ventures	11.8	16.8	9.1	18.2	13.6	
Underlying cash flow from operations	277.1	244.9	258.6	160.9	97.9	
Pension deficit contributions	(46.6)	(47.4)	(46.0)	(39.2)	(30.2)	
Non-recurring operating items	(21.5)	(6.3)	(11.5)	(22.0)	(28.6)	
Interest and taxation	(41.3)	(40.4)	(31.0)	(15.2)	(8.6)	
Net capital expenditure	(23.5)	(12.8)	(22.4)	(27.2)	(15.6)	
Other	(6.3)	(3.2)	8.8	(16.4)	(11.0)	
	137.9	134.8	156.5	40.9	3.9	
Foreign exchange movements	(68.2)	(7.7)	(7.4)	4.0	2.2	
Acquisitions and disposals	(36.1)	(39.6)	(34.5)	(28.6)	(32.6)	
Dividends	(82.7)	(80.0)	(76.7)	(75.7)	(78.6)	
Change in net borrowing	(49.1)	7.5	37.9	(59.4)	(105.1)	
Net borrowing at 1 January	(169.8)	(177.3)	(215.2)	(155.8)	(50.7)	
Net borrowing at 31 December	(218.9)	(169.8)	(177.3)	(215.2)	(155.8)	
Group financial statistics						
Earnings per share						
Underlying earnings per share	Pence	35.3	35.0	33.7	34.7	40.4
Basic earnings per share	Pence	28.9	30.9	28.0	23.3	34.6
Dividends						
Proposed full-year dividend per share	Pence	18.45	18.25	17.75	17.50	17.25
Underlying proposed dividend cover	Times	1.9	1.9	1.9	2.0	2.3
Basic proposed dividend cover	Times	1.6	1.7	1.6	1.3	2.0

(i) Restated for the retrospective adjustment to provisional amounts recognised on acquisitions in 2015.

Board of Directors and Advisers

Non-Executive Directors

Philip Green (Chairman)⁽³⁾⁽⁴⁾⁽⁵⁾
Keith Cochrane (Senior Independent Non-Executive Director)⁽¹⁾⁽²⁾⁽³⁾⁽⁴⁾⁽⁵⁾
Andrew Dougal⁽¹⁾⁽²⁾⁽³⁾⁽⁴⁾⁽⁵⁾
Alison Horner⁽¹⁾⁽²⁾⁽³⁾⁽⁴⁾⁽⁵⁾
Ceri Powell⁽¹⁾⁽²⁾⁽³⁾⁽⁴⁾⁽⁵⁾

Executive Directors

Richard Howson (Group Chief Executive)⁽³⁾⁽⁵⁾
Zafar Khan (Group Finance Director)

Notes

- (1) Member of the Audit Committee
- (2) Member of the Remuneration Committee
- (3) Member of the Nominations Committee
- (4) Member of the Business Integrity Committee
- (5) Member of the Sustainability Committee

Secretary and Registered Office

Richard Tapp
Carillion House
84 Salop Street
Wolverhampton
WV3 0SR
United Kingdom
T +44 (0) 1902 422 431
www.carillionplc.com

Auditor

KPMG LLP
One Snowhill
Snow Hill Queensway
Birmingham
B4 6GH

Banker

National Westminster Bank plc
16 South Parade
Nottingham
NG1 2JX

Joint Brokers

Morgan Stanley
25 Cabot Square
Canary Wharf
London
E14 4QA

Stifel Nicolaus Europe Ltd
150 Cheapside
London
EC2V 6ET

Financial Adviser

Lazard
50 Stratton Street
London
W1J 8LL

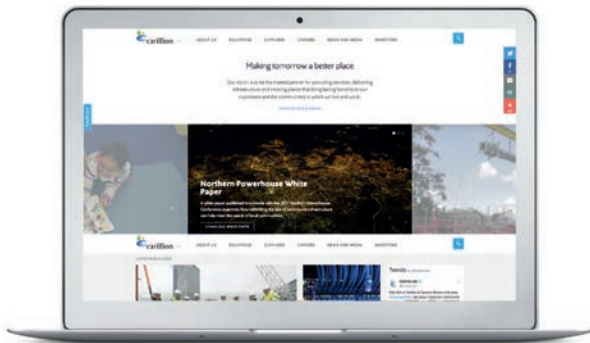
Legal Adviser

Slaughter and May
One Bunhill Row
London
EC1Y 8YY

Share Registrar

Equiniti
Aspect House
Lancing
West Sussex
BN99 6DA

Carillion online






Carillion's comprehensive website gives you fast, direct access to a wide range of Company information

- Downloadable Annual Report and Accounts
- Latest investor news and press releases
- Our capabilities
- Our markets
- Sustainability
- News and media

To find out more go to www.carillionplc.com

Social media

-  LinkedIn - [linkedin.com/company/carillion](https://www.linkedin.com/company/carillion)
-  Twitter - twitter.com/@carillionplc
-  Facebook - [facebook.com/carillionupdates](https://www.facebook.com/carillionupdates)
-  YouTube - [youtube.com/user/carillionplcLatest](https://www.youtube.com/user/carillionplcLatest)



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