

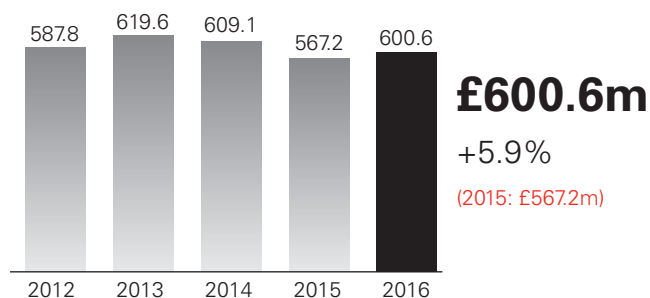
Financial highlights

	2016	2015
Revenue	£600.6m	£567.2m
Headline operating profit ¹	£99.6m	£102.1m
Return on sales ²	16.6%	18.0%
Operating profit	£94.5m	£77.9m
Headline profit before taxation ¹	£97.0m	£99.2m
Profit before taxation	£91.9m	£75.0m
Headline operating cash flow ³	£91.4m	£81.6m
Operating cash flow ⁴	£83.2m	£73.2m
Net cash	£1.1m	£12.3m
Basic headline earnings per share ⁵	37.0p	39.5p
Basic earnings per share	35.2p	29.6p
Ordinary dividend per share ⁶	15.8p	15.1p
Return on capital employed ⁷	17.1%	19.0%

- Headline operating profit and headline profit before taxation exclude amortisation of acquired intangibles of £4.5m (2015: £4.2m), reorganisation costs of £nil (2015: £20.0m) and acquisition costs of £0.6m (2015: £nil).
- Return on sales is defined as headline operating profit as a percentage of revenue.
- Headline operating cash flow is defined as operating cash flow stated before cash flow relating to restructuring of £7.6m (2015: £8.4m) and acquisition costs of £0.6m (2015: £nil).
- Operating cash flow is defined as cash generated by operations of £146.3m (2015: £134.5m) less net capital expenditure of £63.1m (2015: £61.3m).
- A detailed reconciliation is provided in note 10 on page 101.
- See note 9 on page 101.
- Return on capital employed is defined as headline operating profit of £99.6m (2015: £102.1m) divided by the average of opening and closing capital employed of £582.3m (2015: £538.4m) as adjusted for certain items of goodwill written off. Capital employed is defined as net assets adjusted for net cash/(debt).

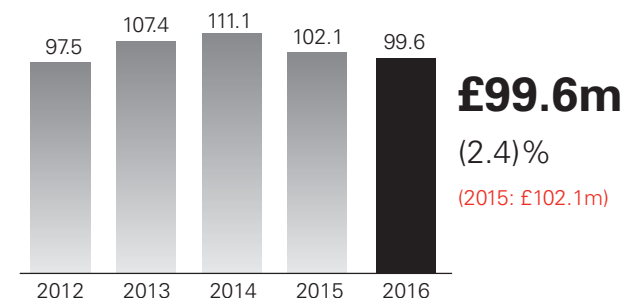
Revenue

£m



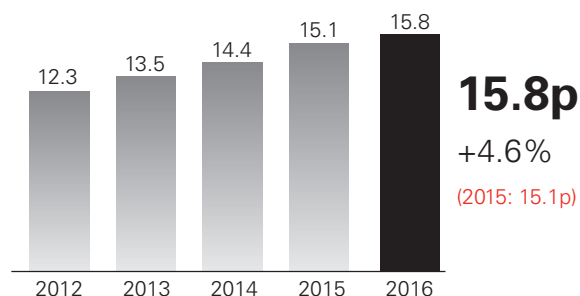
Headline operating profit

£m



Dividend per share

pence



Headline earnings per share

pence

