

# Financial highlights

	2015	2014
Revenue	<b>£567.2m</b>	£609.1m
Headline operating profit <sup>1</sup>	<b>£102.1m</b>	£111.1m
Return on sales <sup>2</sup>	<b>18.0%</b>	18.2%
Operating profit	<b>£77.9m</b>	£107.0m
Headline profit before taxation <sup>1</sup>	<b>£99.2m</b>	£107.8m
Profit before taxation	<b>£75.0m</b>	£103.7m
Headline operating cash flow <sup>3</sup>	<b>£81.6m</b>	£100.0m
Operating cash flow <sup>4</sup>	<b>£73.2m</b>	£96.8m
Net cash	<b>£12.3m</b>	£35.7m
Basic headline earnings per share <sup>5</sup>	<b>39.5p</b>	43.8p
Basic earnings per share	<b>29.6p</b>	41.7p
Ordinary dividend per share <sup>6</sup>	<b>15.1p</b>	14.4p
Special dividend per share <sup>6</sup>	<b>10.0p</b>	20.0p
Return on capital employed <sup>7</sup>	<b>19.0%</b>	20.7%

1 Headline operating profit and headline profit before taxation exclude amortisation of acquired intangibles of £4.2m (2014: £3.9m), reorganisation costs of £20.0m (2014: £nil) and acquisition costs of £nil (2014: £0.2m).

2 Return on sales is defined as headline operating profit as a percentage of revenue.

3 Headline operating cash flow is defined as operating cash flow stated before cash flow relating to restructuring of £8.4m (2014: £3.0m) and acquisition costs of £nil (2014: £0.2m).

4 Operating cash flow is defined as cash generated by operations of £134.5m (2014: £150.6m) less net capital expenditure of £61.3m (2014: £53.8m).

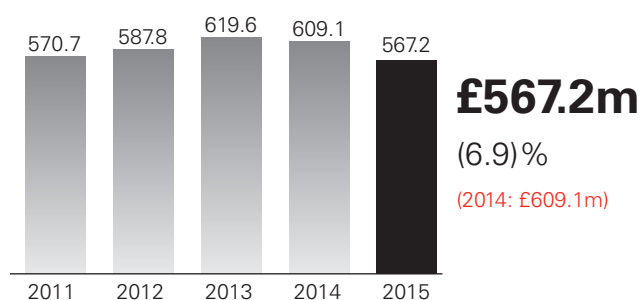
5 A detailed reconciliation is provided in note 10 on page 102.

6 See note 9 on page 101.

7 Return on capital employed is defined as headline operating profit of £102.1m (2014: £111.1m) divided by the average of opening and closing capital employed of £538.4m (2014: £538.0m) as adjusted for certain items of goodwill written off. Capital employed is defined as net assets adjusted for net cash / (debt).

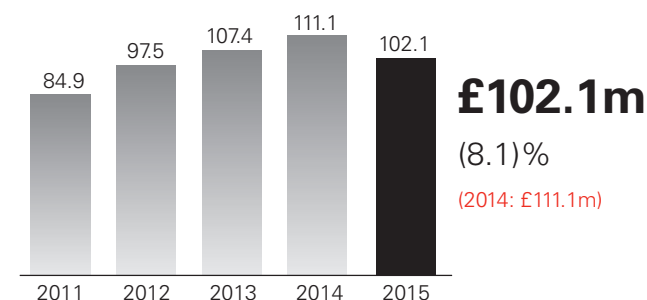
## Revenue

£m



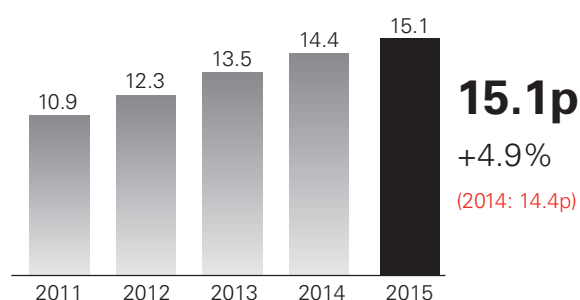
## Headline operating profit

£m



## Dividend per share

pence



## Headline earnings per share

pence

