

Five Year Record

	52 weeks to 30 March 2012 (audited) £m	52 weeks to 29 March 2013 (audited) £m	52 weeks to 28 March 2014 (audited) £m	52 weeks to 27 March 2015 (proforma)* £m	52 weeks to 1 April 2016 (audited) £m
Revenue	863.1	871.3	939.7	1,004.9	1,021.5
Cost of sales	(390.3)	(394.2)	(435.5)	(469.8)	(478.4)
Gross profit	472.8	477.1	504.2	535.1	543.1
Operating expenses	(373.7)	(400.0)	(426.4)	(450.5)	(458.6)
Operating profit before non-recurring items	97.2	78.1	77.8	84.6	84.5
Non-recurring operating expenses	1.9	(1.0)	(0.2)	(0.3)	(1.7)
Operating profit	99.1	77.1	77.6	84.3	82.8
Net finance costs	(5.0)	(6.1)	(5.0)	(3.5)	(3.0)
Profit before tax and non-recurring items	92.2	72.0	72.8	81.1	81.5
Non-recurring operating expenses	1.9	(1.0)	(0.2)	(0.3)	(1.7)
Profit before tax	94.1	71.0	72.6	80.8	79.8
Taxation	(24.8)	(18.2)	(17.0)	(17.4)	(16.6)
Taxation on non-recurring items	(0.9)	(0.1)	(0.1)	(0.1)	0.3
Profit attributable to equity shareholders	68.4	52.7	55.5	63.3	63.5
Basic earnings per share	34.2p	27.2p	28.6p	32.5p	32.5p
Basic earnings per share before non-recurring items	33.7p	27.7p	28.8p	32.7p	33.2p
Weighted average number of shares	199.9m	194.3m	194.0m	194.2m	195.2m

Key Performance Indicators

	52 weeks to 30 March 2012	52 weeks to 29 March 2013	52 weeks to 28 March 2014	52 weeks to 27 March 2015	52 weeks to 1 April 2016
Revenue growth	—0.8%	+1.0%	+7.9%	+6.9%	+1.7%
Gross margin	54.8%	54.8%	53.7%	53.2%	53.2%
Operating margin	11.5%	8.8%	8.3%	8.4%	8.3%
Underlying Group EBITDA	£123.6m	£103.4m	£101.1m	£109.9m	£114.6m
Net debt	(£139.2m)	(£110.6m)	(£99.6m)	(£61.8m)	(£47.9m)

* The statutory 53 week period to 3 April 2015 comprises reported results that are non-comparable to the 52 week periods reported in other years. To provide a more meaningful comparison, the above tables include the proforma 52 weeks to 27 March 2015.