

Highlights	2020	2019	Change	Like-for-like¹ change
Revenue	£1,953.8m	£1,884.4m	3.7%	2.2%
Adjusted² operating profit	£220.7m	£220.3m	0.2%	(0.5)%
Adjusted² operating profit margin	11.3%	11.7%	(0.4) pts	(0.3) pts
Adjusted² profit before tax³	£215.0m	£214.5m	0.2%	(0.5)%
Adjusted² earnings per share	37.7p	37.0p	1.9%	1.1%
Operating profit	£205.3m	£201.0m	2.1%	
Profit before tax	£199.6m	£195.2m	2.3%	
Earnings per share	34.7p	33.4p	3.9%	
Adjusted² free cash flow	£80.9m	£84.5m	(4.3)%	
Net debt⁴	£189.8m	£122.4m		
Net debt to adjusted² EBITDA⁴	0.7x	0.5x		