

Business review Performance

Group financial results

Summary of Group financial results

For periods stated otherwise	Year to 31 March 2016	Year to 31 March 2015	Actual change %	Constant currency change %
Continuing operations				
Sales	3 506	3 553	(1)	(3)
Adjusted operating profit	288	288	–	(7)
Net financial expenses	(99)	(51)		
Profit before tax, exceptional items and amortisation	289	247	(7)	(14)
Exceptional items	(278)	(119)		
Amortisation of acquired intangibles	(14)	(15)		
Loss/profit before tax	(83)	113		
Income tax credits/expenses	84	(18)		
Profit for the year from continuing operations	23	94	(76)	(76)
Loss for the year from discontinued operations	(4)	(24)		
Profit for the year	19	70	(73)	(69)
Earnings per share from continuing operations				
Basic	4.3p	19.5p	(78)	(81)
Diluted	4.2p	19.4p	(78)	(81)
Adjusted earnings per share from continuing operations				
Basic	26.1p	26.2p	N/A	(2)
Diluted	26.0p	26.0p		(2)
Dividends per share				
Interim paid	6.8p	6.8p	–	–
Final proposed	16.1p	16.1p	–	–
	22.9p	22.9p	–	–
Net debt At 31 March	514	1 231	58	27

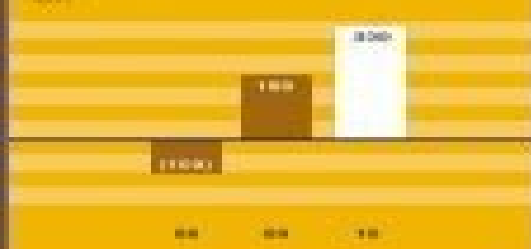
Improvement in free cash flow¹ Year to 31 March 2016



1 Free cash flow is defined as cash flow from continuing operations after interest, taxation and capital expenditure.

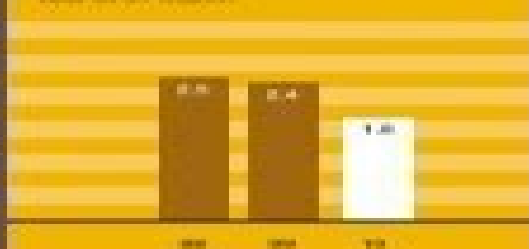
Free cash flow improved from an inflow of £1121 million in the 2015 financial year to an inflow of £543 million in the 2016 financial year. This improvement was driven principally by significant reductions in working capital across the business.

Moderate improvement in net debt² Year to 31 March 2016



Net debt reduced from £1,231 million at 31 March 2015 to £514 million at 31 March 2016. Before the effects of exchange rates, net debt reduced by £689 million in the 2016 financial year. This improvement reflects the resolute focus the Group has placed on optimising cash flow and actively managing our cost base.

Improvement in debt:EBITDA² Year to 31 March 2016



2 EBITDA is defined as earnings before interest, tax, depreciation and amortisation.

Net debt to EBITDA is one of the key performance indicators of our financial strength. The ratio improved to 1.9 times in 2016 compared to 2.4 times in the comparative period.

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