

Financial summary

Revenue £m		Adjusted Operating Profit² £m	
16	1,515	16	248
15	1,561	15	275
14	1,577	14	310
13	1,573	13	358
12	1,583	12	385
Adjusted Operating Profit Margin² %		Dividend per Share¹ Pence	
16	16	16	27.12
15	18	15	27.12
14	20	14	27.12
13	23	13	26.30
12	24	12	23.91
Adjusted Profit Before Tax² £m		Adjusted Diluted EPS² Pence	
16	221	16	61.95
15	252	15	71.68
14	289	14	82.49
13	333	13	92.03
12	360	12	100.40
Average Number of Employees		Net Operating Assets £m	
16	6,090	16	2,124
15	6,433	15	1,707
14	6,112	14	1,690
13	5,749	13	1,598
12	5,316	12	1,708
Adjusted Return on Average Capital Employed² %		Capital Expenditure £m	
16	13	16	263
15	16	15	254
14	19	14	251
13	21	13	228
12	24	12	440
Net Debt £m		Shareholders' Funds £m	
16	649	16	1,368
15	489	15	1,115
14	494	14	1,078
13	363	13	1,140
12	593	12	1,045

¹ The Board is recommending a final dividend of 17.74 pence per Ordinary Share, which, when added to the interim dividend of 9.38 pence, gives a total for the year of 27.12 pence per Ordinary Share.

² Adjusted excludes exceptional items in 2016, 2015 and 2012.