

# Financial Record

	2015 £m	2014 £m	2013 £m	2012 £m	2011 £m
<b>Results</b>					
Revenue	2,972	2,590	2,389	2,196	2,140
Earnings before interest, tax and amortisation (EBITA) before exceptional items	842	730	620	513	462
Amortisation of intangible assets	(67)	(67)	(66)	(57)	(59)
Impairment of intangible assets	–	–	–	(3)	–
Share of losses of joint ventures and associated undertakings	–	–	(2)	(1)	(2)
Exceptional items	(103)	(7)	(2)	(12)	1
Profit before interest and tax	672	656	550	440	402
Net financing costs	(31)	(51)	(115)	(106)	(75)
Profit before tax	641	605	435	334	327
Taxation charge	(139)	(132)	(105)	(77)	(79)
Profit after tax	502	473	330	257	248
Non-controlling interests	(7)	(7)	(4)	(1)	(1)
Profit for the financial year	495	466	326	256	247
Basic earnings per share	12.4p	11.6p	8.3p	6.6p	6.4p
Adjusted earnings per share	16.5p	13.8p	11.2p	9.1p	7.9p
Dividend per share	6.0p	4.7p	3.5p	2.6p	1.6p
Special dividend per share	10.0p	6.25p	4.0p	4.0p	–
<b>Consolidated statement of financial position</b>					
Share capital	403	403	403	391	389
Reserves	711	611	455	426	417
Total equity attributable to equity shareholders of the parent company	1,114	1,014	858	817	806
Non-controlling interests	33	50	31	15	3
Net assets	1,147	1,064	889	832	809
Represented by:					
Property, plant and equipment and intangible assets	1,739	1,377	1,213	1,094	1,101
Investments	30	14	4	9	5
Distribution rights	29	13	10	17	11
Inventory	373	367	322	252	285
Trade and other receivables (including assets held for sale and derivative financial instruments)	586	436	449	479	475
Deferred tax asset	–	43	52	93	65
Total assets	2,757	2,250	2,050	1,944	1,942
Net (debt)/cash	(319)	41	164	206	45
Deferred tax liability	(79)	–	–	–	–
Other liabilities	(1,179)	(1,206)	(1,298)	(1,281)	(1,145)
Provisions	(33)	(21)	(27)	(37)	(33)
	1,147	1,064	889	832	809