

Five year review

	2020 52 weeks £m	2019 52 weeks £m	2018 52 weeks £m	2017 53 weeks £m	2016 52 weeks £m
Revenue	311.6	303.7	279.3	268.9	245.9
Adjusted operating profit	46.5	48.5	46.9	46.1	41.2
Adjusting items	(8.6)	(3.9)	(3.4)	(3.4)	(2.8)
Net finance costs and other finance charges	(8.8)	(5.1)	(5.9)	(5.7)	(5.6)
Profit before tax	29.1	39.5	37.6	37.0	32.8
Taxation charge	(9.8)	(8.0)	(7.5)	(7.0)	(6.2)
Profit for the period from continuing operations	19.3	31.5	30.1	30.0	26.6
Adjusted profit before tax	37.7	43.4	41.0	40.4	35.6
Net assets employed					
Non-current assets	975.3	860.8	782.6	724.0	684.8
Current assets and asset held for sale	14.3	21.2	18.0	18.5	22.7
Current liabilities	(91.0)	(51.2)	(47.1)	(71.4)	(41.8)
Non-current liabilities	(307.8)	(237.5)	(204.3)	(178.1)	(213.2)
	590.8	593.3	549.2	493.0	452.5
Financed by					
Share capital	6.1	6.1	6.1	6.1	6.1
Reserves	584.7	587.2	543.1	486.9	446.4
	590.8	593.3	549.2	493.0	452.5
Purchase of fixed assets, lease premiums and business combinations	62.4	67.0	53.0	38.3	45.1
Net debt	(280.4)	(163.6)	(140.5)	(126.6)	(130.2)
			Pence	Pence	Pence
Per 12.5p ordinary share					
Adjusted basic earnings from continuing operations	60.18	72.13	67.74	66.43	58.44
Basic earnings from continuing operations	39.37	64.36	61.60	61.51	54.73
Dividends – paid in period	21.38	20.17	19.03	17.95	16.94
Gearing	47.5%	27.6%	25.6%	25.7%	28.8%
Average number of employees	4,763	4,735	4,116	3,924	3,735