

Five-year review

	2021 52 weeks £m	2020 52 weeks £m	2019 52 weeks £m	2018 52 weeks £m	2017 53 weeks £m
Revenue	90.6	311.6	303.7	279.3	268.9
Adjusted operating (loss)/profit	(34.0)	46.5	48.5	46.9	46.1
Adjusting items	(1.1)	(8.6)	(3.9)	(3.4)	(3.4)
Net finance costs and other finance charges	(10.1)	(8.8)	(5.1)	(5.9)	(5.7)
(Loss)/profit before tax	(45.2)	29.1	39.5	37.6	37.0
Taxation credit/(charge)	6.9	(9.8)	(8.0)	(7.5)	(7.0)
(Loss)/profit for the period from continuing operations	(38.3)	19.3	31.5	30.1	30.0
Adjusted (loss)/profit before tax	(44.1)	37.7	43.4	41.0	40.4
Net assets employed					
Non-current assets	972.8	975.3	860.8	782.6	724.0
Current assets and assets held for sale	24.7	14.3	21.2	18.0	18.5
Current liabilities	(52.3)	(91.0)	(51.2)	(47.1)	(71.4)
Non-current liabilities	(299.8)	(307.8)	(237.5)	(204.3)	(178.1)
	645.4	590.8	593.3	549.2	493.0
Financed by					
Share capital	7.3	6.1	6.1	6.1	6.1
Reserves	638.1	584.7	587.2	543.1	486.9
	645.4	590.8	593.3	549.2	493.0
Purchase of fixed assets, lease premiums and business combinations	19.1	62.4	67.0	53.0	38.3
Net debt	(248.7)	(280.4)	(163.6)	(140.5)	(126.6)
	Pence	Pence	Pence	Pence	Pence
Per 12.5p ordinary share					
Adjusted basic (loss)/earnings from continuing operations	(66.63)	60.18	72.13	67.74	66.43
Basic (loss)/earnings from continuing operations	(68.23)	39.37	64.36	61.60	61.51
Dividends – paid in period	–	21.38	20.17	19.03	17.95
Gearing	38.5%	47.5%	27.6%	25.6%	25.7%
Average number of employees	4,714	4,763	4,735	4,116	3,924