

Appendix

5-year financial summary

	FY18	FY19	FY20¹	FY21	FY22
	(52 weeks)	(52 weeks)	(52 weeks)	(52 weeks)	(53 weeks)
Total sales	£1,050.1m	£1,100.4m	£1,057.9m	£1,336.2m	£1,581.4m
Total sales growth	9.9%	4.8%	(3.9%)	26.3%	18.4%
Gross margin %	48.0%	49.6%	50.3%	51.6%	51.2%
Profit before tax ²	£102.0m	£125.9m	£109.1m	£157.8m	£212.8m
Free cash flow ³	£51.0m	£152.8m	£174.7m	£108.5m	£153.0m
Net cash / (debt) ⁴	(£124.0m)	(£25.3m)	£45.4m	£128.6m	(£23.8m)
Diluted EPS ²	40.0p	49.9p	42.9p	62.9p	83.6p
Dividends paid	£53.4m	£54.6m	£106.0m	£24.3m	£282.1m

¹ FY20 and subsequent periods reported on an IFRS 16 basis. All prior years reported under IAS 17

² FY18 presented before exceptional items

³ Free cash flow is defined as net cash generated from operating activities less capex (net of disposals) and business combinations, net interest paid (including leases) and loan transaction costs, and repayment of lease liabilities.

⁴ Excluding lease liabilities. Definition updated in December 2021 to exclude unamortised debt issue costs. The new definition has been applied prospectively to FY21 and FY22 comparative information only