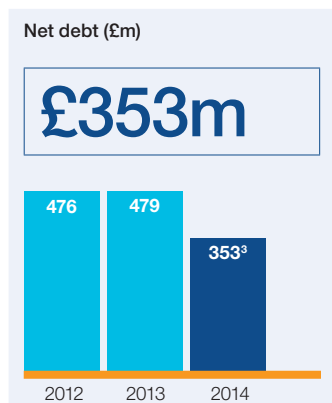
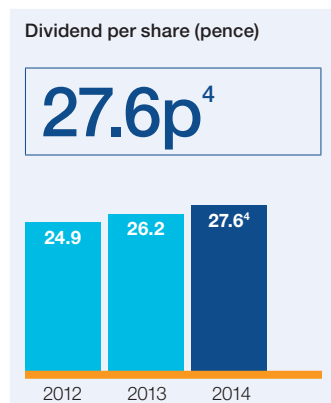
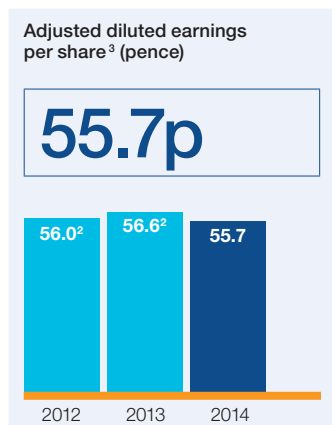
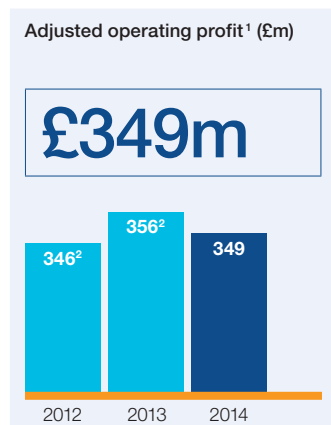


FINANCIAL HIGHLIGHTS

Financial highlights



1 Continuing operations before exceptional items and amortisation of acquired intangible assets.

2 Restated for IAS 19 (Revised 2011) 'Employee Benefits'.

3 Based on earnings from continuing operations excluding exceptional items, amortisation of acquired intangible assets, net retirement benefit interest and the tax effect of these items.

4 This includes the proposed final dividend.

Statutory results

| | 2014 | 2013 ² |
|--|-------|-------------------|
| Operating profit | £325m | £334m |
| Profit before tax | £290m | £301m |
| Profit for the year (on total operations) | £273m | £273m |
| Diluted earnings per share (on total operations) | 58.0p | 57.4p |

Adjusted operating profit, adjusted profit before tax and adjusted earnings per share

Unless stated otherwise, adjusted operating profit in this Annual Report excludes discontinued operations and is before exceptional items (see Note 7) and amortisation of acquired intangible assets. In addition, adjusted profit before tax and adjusted earnings per share also exclude net retirement benefit interest. Adjusted earnings per share also excludes the tax effect of the adjusted items.

Trademarks

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Definitions/cautionary statement

Please see the explanatory notes on the inside back cover.

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